COMPTROLLER

Functional Area 45 (Comptroller)

Professional Development Guide

Summer 2003

PURPOSE

This FA 45 Professional Development Guide is an informal document published by the Comptroller Proponency Office, Office of the Assistant Secretary of the Army (Financial Management and Comptroller). It supplements and complements DA PAM 600-3, Commissioned Officer Development and Career Management. DA PAM 600-3 as an official document is used for promotion boards and other official purposes. This guide is more conversational and tailors the information published in that document to the characteristics of a career with assignments in FA 45. The information in this guide is descriptive rather than prescriptive, providing officers a picture of options available and allowing them to formulate a working plan for their careers. Accordingly, it depicts various career patterns that officers with a Comptroller functional area may pursue to meet their individual career objectives, and remain competitive for positions of greater responsibility.

APPLICABILITY

This guide is written as information for all current and potential Comptroller officers, from both the Active and Reserve Components. Sections on the Officer Personnel Management System (OPMS) (assignments, promotions, and career field designation) will only apply to the Active Component as the Reserve Component has yet to fully implement OPMS III. All training, development, and other opportunities apply to all components.

COMMENTS/UPDATES

This document will be updated periodically as major changes occur which effect Functional Area 45 (Comptroller) officers. Comments and recommendations can be sent to:

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Future updates may be distributed as changes on pages that can be inserted in this base document. All pages are numbered and dated.

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CHAPTER 1 – OVERVIEW OF FUNCTIONAL AREA (FA) 45, COMPTROLLER

1.1 The Comptroller Mission – Manage the Army's Resources

a. Comptrollers manage the Planning, Programming, Budgeting, and Execution System (PPBES) at all Army levels. They provide resource advice and guidance to commanders, activity chiefs, and other Army leaders. Comptrollers issue instructions for, develop, and prepare the program and budget. They also monitor execution of the program/budget at all resource management echelons. Comptrollers exercise staff supervision and control over accounting and financial services when those services are not assigned to a table of organization and equipment (TOE) finance unit. They also often manage the manpower functions when an organization does not have a separately designated manpower office. Comptrollers must act as "honest brokers" in allocating resources, and in so doing must exhibit the highest standards of integrity, discretion, judgment, and professional ethics.

b. Comptrollers serve as primary staff officers for resource management. Everything done in the Army has resource requirements. Comptrollers program the resources associated with each mission, generate revenues for those missions, ensure that all requirements are budgeted, and manage the execution of those resources to meet the needs of the commander. Comptrollers must also track actual versus projected costs, and when necessary, recommend to commanders how best to redistribute scarce resources to accomplish the most for the least cost. Comptrollers are thus key enablers, without which commanders cannot accomplish their missions. You will thus normally find Comptrollers as key staff members and confidants to their commanders. Comptrollers are also often leaders, managing staffs and organizations at various levels.

c. The Comptroller functional area requires officers skilled in leadership at all levels; who are steeped in branch tactics, techniques, and procedures; who possess strong Army values, leader attributes, and leader skills; and who fully understand the key leadership actions that must be taken to assure success. Additionally, there are functional area unique skills, knowledge, and attributes that require professional development.

d. Comptrollers must not only be skilled leaders and managers, but also technicians, possessing specific competencies and skills. Unique skills include competence in resource planning, programming, budgeting, and execution; finance and accounting; cost analysis; fiscal law; contracting; joint reconciliation; manpower documentation and management; competitive sourcing; business practices; and review and analysis. Officers often will have fiduciary responsibility and are required to

understand the numerous financial management regulations, fiscal laws, legal opinions, and numerous other sources of codified and regulatory guidance. Comptrollers must also possess business savvy, utilizing the latest tools and processes to develop performance factors, analyze capabilities based on resources available, and then recommending appropriate funding to implement approved programs. They evaluate organizational structure and functional responsibilities, and conduct work analyses and studies of organizational problems for the purpose of recommending improvements. Comptrollers must be able to analyze and control costs through Activity Based Costing (ABC) and other methods. They must understand how to leverage existing resources through creative and entrepreneurial methods. FA 45 has numerous training and education opportunities available to its officers to prepare them with these skills and competencies.

1.2   Officer Characteristics Required

a. Unique skills complement FA 45 officers' comprehension of the organization, structure, and doctrine of tomorrow's warfighting Army. FA 45 officers:

   1. Perform well in frequent staff assignments where guidance is minimal and close interaction with senior-level decision makers is routine.

   2. Apply highly technical resource management concepts to more generalized military-unique issues.

   3. Are well versed in information technology and automated financial management systems, and at ease in communicating this technical expertise in written or oral form.

   4. Are adept at organizing work, assigning tasks, and mentoring civilian and military subordinates.

   5. Anticipate and quickly react to change that is sensitive to political and legislative considerations.

   6. Understand and effectively communicate technical aspects of the management process to senior leaders to facilitate decisions.

b. Unique knowledge complements Comptroller functional area officers' currency on Army organization, structure, and doctrine. FA 45 officers:

   1. Possess the technical expertise and understanding of automation technology and related financial management systems.

   2. Remain current on developments in the civilian community in general and Comptroller Civilian Career Program (CP 11) specifically.

3. Understand how to influence the funding cycle from Congress to local Program Budget Advisory Council (PBAC) at installations.

4. Maintain a knowledge base of the total military resource management process to better relate one's specific portion to the overall system.

5. Stay attuned to economic trend indicators to facilitate anticipation of their impacts.

c. Unique attributes complement FA 45 officers' high standards of discretion, judgment, integrity, and professional ethics. FA 45 officers:

1. Are technology and training oriented.

2. Think in the abstract and often solve problems through visioning.

3. Create solutions to surmount complex financial management impasses.

d. Comptrollers will work at numerous levels throughout their careers. As the preponderance of FA 45 force structure (80%) is at Corps levels and above, officers should plan to spend the majority of their assignments at those higher levels, where they will manage broad programs and resources. Most officers will work at the Headquarters, Department of the Army (HQDA) during their careers, either for the Assistant Secretary of the Army (Financial Management and Comptroller) or other Army Staff or Secretariat organizations. Officers at these levels will establish Army-wide financial management policies and influence the strategic allocation of resources across the various Army programs to meet Title 10 functions. Officers at this level may also prepare submissions for, and interact with the Office of the Secretary of Defense (OSD), Office of Management and Budget (OMB), the Congress, and other external decision makers. FA 45 personnel also have numerous opportunities to serve on the Joint Chiefs of Staff, various Joint Command Headquarters, and other joint assignments.

1.3   Becoming a Comptroller – The Functional Area Designation and Career Field Designation Processes

a. An officer's career in FA 45 starts upon receiving Functional Area Designation (FAD), normally in the fifth year of commissioned service. The FAD process begins with each officer submitting his or her functional area preference to Army Personnel Command (PERSCOM). PERSCOM holds selection boards and manages the FAD process. The number of officers designated into each functional area is unique to each year group (YG), and is constrained by Army requirements for each functional area and the overall size and composition of the year group. From a typical year group, FA 45 will assess approximately 100 officers in the FAD process.

b. In making each officer's FAD decision, PERSCOM considers the officer's preference, college education, other training and education, and resource management applicable experiences. Officers who have attributes and experiences in one or more of the following areas (not all inclusive) may increase their chances of selection: resource management, business/public administration, accounting, economics, manpower management, organizational management, operations research, information systems, business law, and labor relations or industrial/systems management. Officers that don't have these attributes, but a strong desire to be a Comptroller should still apply, and if accepted will have opportunities to pursue such training, education and other experiences after designation.

c. The FAD decision is a critical milestone in an officer's career. Officers should investigate and study all functional areas before submitting a FAD preference statement. Descriptions and overviews of all branches and functional areas are available in DA PAM 600-3.

d. Once officers receive their FAD, they have the option of working in either their basic branch or functional area between their fifth and tenth years of commissioned service. Under Officer Professional Management System III (OPMS III), at their tenth year of service, officers will go through final Career Field Designation (CFD) during the Major's promotion board. (See Chapter 3 for a more in depth discussion on OPMS III). Most Comptroller authorizations are at the field grade level. Thus, it is paramount those Captains having a strong desire to gain Comptroller experience manage their careers and aggressively work with the FA 45 assignments officer to ensure they have the opportunity to do so prior to their CFD.

Figure 1-1. CFD Forecast

The FA 45 CFD "Funnel"

**100 +/- Officers Functional Area
Designated FA 45
5th Year of Service**

ATTRITION

FA REDESIGNATION

CFD BOARD

**25 +/- Officers CFD FA 45
10th Year of Service**

e. Immediately following the major promotion board, all officers that are selected for promotion will then go through the CFD board. The results of both boards will then be released together, showing not only an officer's promotion sequence number, but also his or her designated career field. All officers will be designated into either their basic branch or a functional area (FA) by this central board. From the time of the CFD onward, officers will only work in their designated field (branch or FA) and will no longer rotate between FA and basic branches. Thus, officers CFD into FA 45 Comptroller will specialize exclusively in this field for the rest of their careers.

f. The CFD board reviews an officer's total file, requested career field preference, past performance, assignments, civil and military education, demonstrated skills/aptitudes, and the chain of command's input. The Army G1 provides PERSCOM the number of officers from each year group to be designated into each branch and FA based on force models and Army requirements. This process is similar to the method of how promotion requirements are determined, by branch and functional area. As shown in Figure 1-1, FA 45 will CFD 25 officers on average per YG. Note that Figure 1-1 does not intend to show only a 25 of 100 (25%) chance of CFD as a Comptroller. CFD selection rates are much higher due to the attrition of many officers prior to their CFD board or the non-selection of FA 45 as one of their preferences.

g. In the beginning of OPMS III implementation, rumors started that officers would be forced out of their branches. The opposite has proven true. Competition to get into the various functional areas is keen, and the "hard-skill" FAs, such as FA 45, have a high demand. How you fill out your CFD preference sheet is thus very important.

The Chief of Staff directed that personal preference must weigh high in the decision criteria. The Army will always be an organization focused on its operational missions, so a majority of Army officers will always be in the Operations Career Field (69%), and filling the basic branches is of priority. Still, as Figure 1-2 below shows, 90% of officers selected for FA 45 listed FA 45 as their first choice. The CFD board forced very few officers into the functional area, as evidenced by the numbers.

Figure 1-2. CFD Preference Statistics YG 1975-91

Preference	Number Selected	Percentage Selected
1st Preference	230	90%
2nd Preference	17	7%
3rd Preference	2	1%
No Preference	6	2%
Total	**255**	**100%**

h. All transition YGs have now completed the CFD process. Transition YGs consisted of officers commissioned from 1975-88 who could not go before a CFD board in conjunction with (ICW) their Major's board, as they were already field grade officers. The first YG to undergo CFD ICW the Major's board was YG 1989. All year groups 1992 and junior will be CFD ICW their Major's board.

Figure 1-3. FA 45 Population

FA 45 POPULATION
Assigned Strength
(Average Age, FA 45 Ofcr: 35.8 yrs)

Total Personnel 674 (Oct '02)

Rank	Value	%
NBQ CPT	175	26%
BQ CPT	220	33%
MAJ	141	21%
LTC	95	14%
COL	43	6%
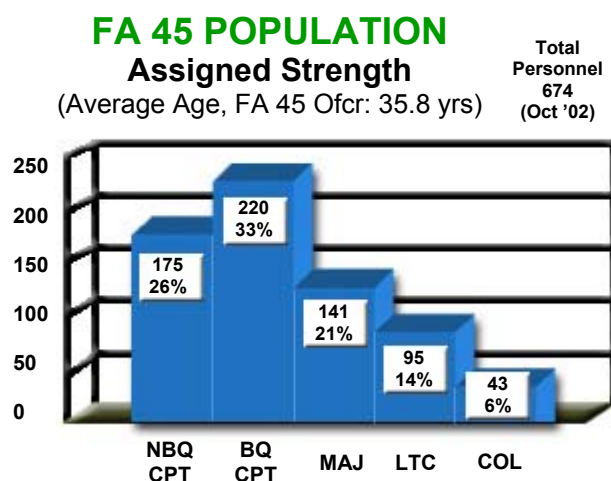
1.4   Who Comptrollers Are – Composition of Functional Area 45

a. FA 45 is a small group of 674 officers, who are collectively responsible with the critical task to steward the Army's resources. The rank distribution of FA 45 officers is shown in Figure 1-3. Note that the chart shows a large number of captains. Many of these captains, although having gone through FAD, have yet to reach their tenth year of service and CFD. The 674 FA 45 population includes 279 officers that have been CFD, and 395 officers who are either in their fifth through tenth years pending CFD, or are senior officers in YG 1974 or earlier who will not go through CFD. As discussed in Section 1.2, FA 45 utilization mostly begins at the rank of major. Therefore, most of these captains are still "dual-tracked" and working in branch assignments.

b. FA 45 is fortunate to be reflective of the Army at large. Figure 1-4 shows the basic branch of officers that have been CFD into FA 45 to date. As shown, the preponderance of FA 45 officers have come from the larger Combat Arms branches, with lesser amounts from the smaller Combat Support and Combat Service Support branches. This wide representation brings experience into FA 45 from across all the Army's professions and adds to our value as advisors to our commanders and leaders.

Figure 1-4. Functional Area (FA) 45 CFD Demographics YG 1975-91

Basic Branch	Number Selected	Percentage Selected
Air Defense	8	3%
Adjutant General	10	4%
Armor	16	6%
Aviation	29	11%
Chemical	3	1%
Engineer	10	4%
Field Artillery	39	15%
Finance	44	17%
Infantry	40	16%
Military Intelligence	8	3%
Military Police	11	4%
Ordnance	7	3%
Quartermaster	17	7%
Signal	2	1%
Special Forces	9	4%
Transportation	2	1%
TOTAL	**255**	**100%**

Note: Above statistics include all officers CFD to FA 45 within cohort YG 1975-91 and does not include career field transfers or appeals into or out of the functional area.

c. Based upon the basic branch information above, Combat Arms (CA) provides the largest donor branches into FA 45. Combat Service Support (CSS) and Combat Support Arms (CSA), in order, provide the remainder of FA 45s. The decreased requirements for field grade officers and the excess of company grade officers in the Combat Arms branches allow a large number of officers to leave these branches and pursue functional areas. Fifty-five percent of the functional area officers come from the CA branches, followed by 31% from CSS branches, and 14% from the CS branches. See Figure 1-5 below.

Figure 1-5. FA 45 CFD by CA/CSA/CSS

Arm	Number Selected	Percentage Selected
Combat Arms	141	55%
Combat Support	34	14%
Combat Service Support	80	31%
Total	**255**	**100%**

CHAPTER 2 – PROPONENT MISSIONS AND FUNCTIONS

2.1   The Army Comptroller Proponency Office

The Army Comptroller Proponency Office is part of the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA{FM&C}). Its mission is to support the ASA(FM&C), Principal Deputy (ASA{FM&C}), and the Deputy Assistant Secretary of the Army (Budget) in overseeing the professional development and career management of military and civilian Comptroller personnel. It supports the proponent with oversight and management of the Military Comptroller functional area (FA 45) and the Comptroller Civilian Career Program (CP 11). Duties and responsibilities in support of FA 45 are to provide participation and representation in the performance of military personnel proponent life cycle management functions – structure, acquire, distribute, deploy, sustain, develop, and separate. Proponent responsibilities also include advising and assisting HQDA G1 and the PERSCOM in efforts to formulate and implement personnel management policies, programs, and operations.

Figure 2-1. Proponent Responsibilities

PROPONENCY FA 45 RESPONSIBILITIES

Represent ASA(FM&C) in Military Personnel Life Cycle Functions

Structure

Acquire

Distribute

Deploy

Sustain

Develop

Separate
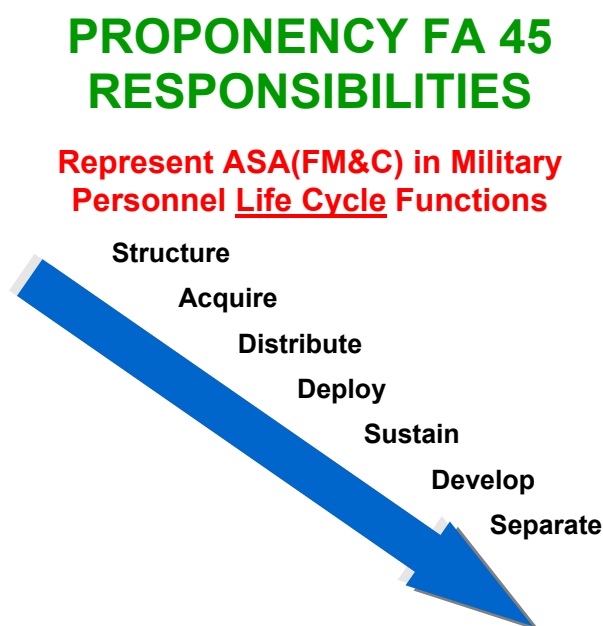
2.2   The Army Personnel Proponent System

AR 600-3, The Army Personnel Proponent System, describes life cycle functions and associated tasks in which personnel proponents participate. Below are seven of the eight that apply to FA 45 officers.

a. Structure

1. Analyze and recommend individual spaces in Military Occupational Classification and Structure – e.g., interchangeability coding, additional skill identifiers, remarks codes, branch IDs, grade, MOS, AOC – as given in DA PAM 611-21.

2. Recommend changes to TOEs and TDAs.

3. Ensure standardization of grade and career field coding in TOE and TDA units.

4. Recommend classification criteria for inclusion in Chapter 4 of AR 611-1, Military Occupational Classification Structure Development and Implementation.

5. Assess numbers of future authorizations, based on projected requirements.

b. Acquire

1. Recommend accession criteria for commissioned officers.

2. Recommend accession numbers by year.

3. Recommend criteria for selected recall programs in support of active-duty and mobilization requirements.

c. Distribute

1. Evaluate the inventory and recommend adjustments to support authorizations and force structure changes.

2. Assess numbers of personnel available for training.

3. Assess functional areas and branch immaterial positions in which commissioned officers are participating.

4. Recommend policy changes on assignments, details, transfers, and special programs.

5. Recommend policies that will ensure individual stabilization.

d. Deploy

1. Evaluate unit distribution and other key actions related to unit deployment.

2. Evaluate the effects of mobilization on the personnel proponent system.

e. Sustain

1. Establish and maintain communication with soldiers.

2. Represent the professional interests of soldiers.

3. Foster a positive attitude toward personnel systems and programs.

4. Evaluate continuation and retention rates, and recommend changes to stabilize or improve retention.

5. Analyze and recommend changes to improve the health of career fields.

6. Recommend maximum percentages, by grade, to be designated into FA 45.

7. Participate in reclassification and rebranching boards in accordance with force alignment programs (FAPs).

8. Recommend criteria for retention and rebranching of officers under the conditional voluntary indefinite/voluntary indefinite (CVI/VI) program.

9. Recommend criteria for selection of personnel by DA centralized selection boards.

f. Develop

1. Identify opportunities for development through training and assignments.

2. Identify training criteria by career field.

3. Integrate other personnel life cycle management functions toward the goal of developing professional soldiers.

4. Establish career progression patterns for career fields.

5. Recommend to commands and agencies the validation of Army Educational Requirements System (AERS) positions by career field, grade, and academic discipline.

6. Ensure that training for career field development is in concert with all aspects of professional development.

7. Establish and recommend changes to professional development documents.

g. Separate

1. Recommend selected shortage career fields as an exception to separation policy.

2. Recommend minimum qualification standards at selected grades by career field.

3. Recommend changes to retirement policies.

4. Recommend service obligation for personnel who have received military or civilian training or education.

CHAPTER 3 – OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS) III

3.1   Background

a. OPMS III recognizes that the Army needs to emphasize its technical and specialty expertise to better prepare and shape today's battlefield, and that of the future. The four OPMS III career fields (Operations, Information Operations, Institutional Support, and Operations Support) were created to form career tracks that officers can follow to gain and utilize their specific knowledge and experience.

b. OPMS III recognizes that the first ten years of an officer's career remain critical to instilling the right values and sense of Army tradition and culture. It is during this time that all Army competitive category officers are branch qualified and serve as company commanders and other junior leaders, becoming familiar with the Army's basic warfighting mission. OPMS III recognizes that these officers, however, have diverse skills, aptitudes, and desires. At an officer's tenth year, OPMS III's intent is to develop and utilize the officer based on his or her talents to meet Army needs thru CFD.

c. OPMS III transition is mostly complete. Key completed milestones include the CFD of all transition year groups and the start of promotion boards held under OPMS III formats and rules. The pending key task is the implementation of Intermediate Level Education.

3.2   Key Facets of OPMS III

a. OPMS III Career Fields

The Army structured officers in the Army Competitive Category (ACC) by grouping branches and related functional areas into personnel management categories called career fields. These new career fields will build an officer corps that is skilled in Combined Arms operations in the joint and multinational environment, and is also fully experienced in the technical applications that support the Army's larger systemic needs. Regardless of the career field into which an officer is designated, all branches and functional areas in all career fields are found in both the TOE and table of distribution and allowances (TDA) Army. Under a career field-based management system, after promotion to major, officers are managed, professionally developed, assigned, and promoted according to the requirements of their specific career field.

The four career fields are shown in Figure 3-1. FA 45 is one of seven functional areas in the Institutional Support Career Field (ISCF). The ISCF focuses on the

increasingly technical and complex business of running the Army as an organization. The ISCF emphasis is on strategic management, policy, research and analysis, human and resource management, force development, and the training of cadets. The ISCF is comprised of FA 43 (Human Resource Management), FA 45 (Comptroller), FA 47 (US Military Academy Permanent Associate Professor), FA 49 (Operations Research/Systems Analysis), FA 50 (Strategy and Force Development), and FA 52 (Nuclear Research and Operations).

Figure 3-1. OPMS III Career Fields

OPMS III Career Fields

Operations (OP): 69%*
- **Basic Branches**
- **FA39 PSYOP and Civil Affairs**
- **FA90 Multifunctional Logistician**

Information Operations (IO): 7%*
- **FA24 Info Systems Engr**
- **FA30 Information Operations**
- **FA34 Strategic Intelligence**
- **FA40 Space Operations**
- **FA46 Public Affairs**
- **FA53 Info Systems Mgmt**
- **FA57 Simulation Operations**

Operations Support (OS): 14%*
- **FA48 Foreign Area Officer**
- **FA51 Army Acquisition Corps**

Institutional Support (IS): 10%
- **FA43 Human Resr Mgmt**
- **FA45 Comptroller**
- **FA47 USMA Perm Instructor**
- **FA49 Ops Research/Sys Anls**
- **FA50 Strategic Force Develop**
- **FA52 Nuclear Research & Ops**
- **FA59 Strategic Plans & Policy**

*Percent of total Army Competitive Category

b. Intermediate Level Education (ILE)

The Army is changing the way it develops and trains its leaders, to allow for greater specialization in all warfighting tasks. One of the key intents of OPMS III was to stop the process of competitive selections for Command and General Staff College (CGSC) and allow all officers to participate in ILE. At the time of this update, the implementation plan for ILE was not yet complete. It is expected that ILE will begin implementation in FY 03 and be comprised of two phases. Phase I will be a Common Core course, three months in length, with focus on common competencies all Army officers must be skilled in – how the Army runs and fights. All Army officers will take the same Phase I course. Phase I will be designated as MEL-4/JPME-1 qualified. Current plans include officers from the Operations Career Field (OPCF) taking Phase I at Fort Leavenworth, along with select officers from the other career fields. Officers from the other three CFs would take Phase I in a TDY status in residence at Distance Education locations. ILE Phase II will be branch and functional area-specific education. FA 45 has proposed Phase II ILE based on Advanced Civilian Schooling (ACS) coupled with military-specific FA 45 training and

education. As this proposal is still pending approval, further details will be distributed later. All officers from the OPCF will take the Army Operating Warfighting Course (AOWC)/Phase II ILE at Fort Leavenworth immediately following completion of Phase I. All officers in each career field will have some type of ILE, and as they compete against only those officers, none will be disadvantaged.

c. OPMS III Promotions

OPMS III officer promotions are shown in Figure 3-2. Promotion boards to major are held immediately before CFD. Thus, officers will compete against all other officers in their year group as before OPMS III. Under OPMS III, officers compete for promotion to LTC and COL only with other officers in the same career field. Under OPMS III, officers selected for promotion satisfy requirements only in their CFD branch or functional area. OPMS III ends the practice of "double counting" during promotion boards, where selected officers count against promotion floors for their branch and their functional areas. Each promotion board will continue to consider three-year groups: the Above Zone (AZ), Below Zone (BZ), and Primary Zone (PZ) categories. Each promotion board rank orders all officers on an order of merit list (OML), indiscriminate of their year group affiliation (thus the top ranked officer could be either AZ, PZ, or BZ), based on a most-qualified basis.

1. There are two categories of promotion "slots" available at each board for which Comptrollers can compete: FA Requirements and Residual. The Army G1 establishes the requirements for each branch and FA for each board. These requirements are based on a model, which factors future officer populations against future authorizations. FA 45 requirements will be filled with FA 45 officers, so Comptrollers compete only against other Comptrollers for those promotions. Residual slots are promotions the Army can make, above and beyond the sum of all branch and FA requirements, and still stay under mandated force structure caps. These residual promotions will be shared amongst the four career fields. As they are not tied to any specific branch or functional area, all officers within each career field (ISCF for FA 45) will equally compete for those promotions.

Figure 3-2. OPMS III Officer Promotions

Officers ranked on the OML indiscriminate of Year Group (AZ, PZ, BZ) Affiliation
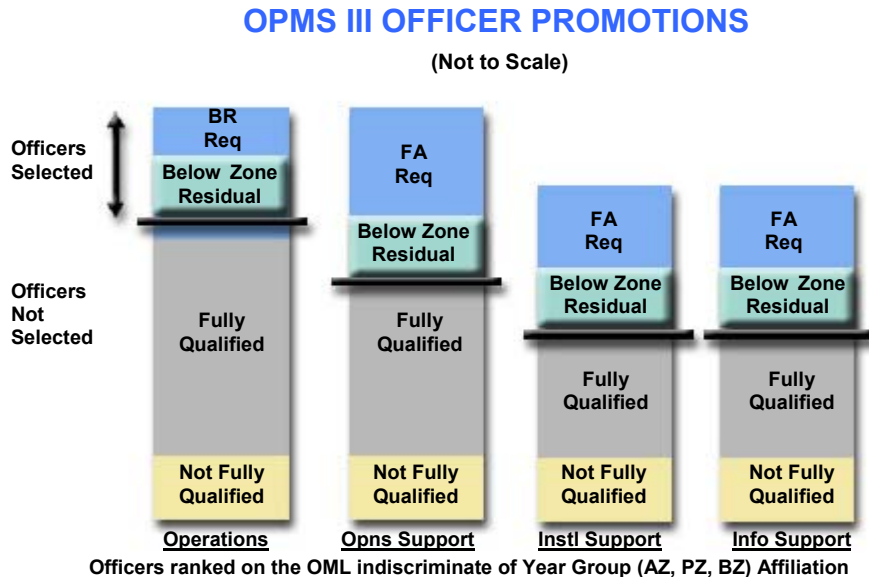
2. To use an example to clarify the promotion system: The G1 gives PERSCOM a FA requirement on a given board of fifteen FA 45s, and requirements in all other ISCF FAs totaling 30 (45 total requirements). In this example, the G1 allows the ISCF to promote up to 50 total officers, thus five residuals. The separate ISCF promotion panel will then review files and rank order all ISCF officers on an OML-based most-qualified criteria. The board will then pull off the top 15 ranked FA 45s (again regardless of YG affiliation), and will pull off the other 30 officers to make the other ISCF functional area requirements. The top five officers remaining on the OML will then get the residual promotions indiscriminate of which FA they are from. The preponderance of promotions will always be for requirements. As Comptrollers compete amongst themselves for those promotions, it is critical to aggressively pursue unique FA 45 training, education, and development to remain competitive.

3. Defense Officer Personnel Management Act (DOPMA). DOPMA is a Congressional Act overseeing officer promotions, among other items. DOPMA sets a promotion opportunity standard of 70% to LTC and 50% to COL. An officers' DOPMA promotion opportunities are established by combining the opportunities any one officer would have in the BZ, PZ, and AZ categories as they would progress through their three board "looks." DOPMA is calculated by dividing the number of officers selected in all three (BZ/PZ/AZ) zones by the total number of officers eligible in the primary zone (only). This calculation thus assumes that a YG will remain at constant strength over the three years. Comptroller has well exceeded DOPMA goals during all boards held over the last three years.

CHAPTER 4 – PROFESSIONAL DEVELOPMENT AND ASSIGNMENTS

4.1   General

a. Comptroller professional development is more prevalent today than ever before. The Army wants trained, seasoned, and educated officers proficient in their specialized skill – the cornerstone of OPMS III. The Army will continue to select those officers for increasing levels of responsibility who have taken advantage of continued education and challenging assignments. As a specialized functional area, FA 45 has robust training, education, and development opportunities available for its officers.

b. As officers set career goals, they must define personal success. For some, success may be defined as achieving a certain rank; for others, it may be obtaining a specific position. In any case, it is a function of the individual's aspirations, interests, and perceived abilities, all of which may change with time and experience. The critical point is that officers strive to reach their full potential. Successful professional development requires support of the Army Personnel Command (PERSCOM), an officer's chain of command, the FA 45 proponent, and the individual officer. A successful professional development strategy trains, develops, and motivates its officers. Its key is sound management – and you are your best career manager.

4.2   FA 45 Professional Development Timeline

As discussed in Chapter 3, officers in their fifth year of service are designated into the Comptroller functional area based on Army needs, officer preference, and attributes. FA 45 officers will not be considered for initial Comptroller assignments until qualified in their basic branch at company-grade level. With the limited number of FA 45 jobs available for captains, most FA 45 officers receive initial Comptroller assignments only after being selected for major. As FA 45 officers progress through their careers, they will receive functional integrator and unique educational opportunities based on their duty performance and the Army's needs. Professional development is divided into early, middle, and late phases of an officer's career. Appropriate to each phase are certain schooling and particular job assignments, examples of which are found in Appendix A.

a. Basic Phase – Captain

This initial development phase or apprentice level involves learning the basics of resource management. Only branch-qualified officers will be utilized as FA 45 officers. Either prior to an officer's first functional area duty assignment or on the first permanent change of station after being designated FA 45, an officer will normally attend individual entry training courses (see the next chapter, Military Education) at

the Army Finance School or Syracuse University. Since no lieutenants are designated in the Comptroller area, no FA 45 positions are authorized for fill at those grades. Comptroller functional area experience as a captain, though not required for promotion, would foster selection to the FA 45 in the CFD board. Officers attending the Army Comptrollership Program (ACP) at Syracuse University for Advanced Civil Schooling (ACS) should realize their acceptance in ACP will likely later support their CFD into FA 45. FA 45 captains need not satisfy any specific FA 45 requirements, but must meet qualification criteria of their basic branches. For functional area developmental assignments, an FA 45 captain may be assigned as a Deputy Division Comptroller, Budget Officer, Resource Management Officer, Separate Brigade Comptroller, Program Budget Officer, Cost Analyst, Management Analyst, or Program Analyst.

b. Intermediate Phase – Major and Lieutenant Colonel

This journey-level phase involves greater skill application, increased responsibility, and broadened professional development. During this phase, Comptroller officers should broaden their background with diverse assignments at several organizational levels (installation, major command, HQDA, and joint or unified staff) and in different knowledge areas (program, budget, resource management). Graduate education, if not completed earlier, is also suggested.

1. Comptroller majors will complete Intermediate Level Education (ILE) as discussed earlier. All majors must also complete the four-week Army Comptroller Course (ACC), or one of its substitutes (as specified in Section 5.1.C). Currently, most FA 45 majors have an opportunity to complete graduate-level ACS. Majors should also pursue military financial management training opportunities, and/or Training With Industry (TWI) to prepare them for Comptroller assignments requiring additional skills. For functional area qualification, an FA 45 major must have completed ILE (MEL 4), the four-week ACC, or its substitutes (unless taken as a captain), and 24 months in an FA 45 qualifying assignment as a major. Examples are Program Budget or Resource Management Officer or Director, Division or Separate Brigade Comptroller, OSD/Joint/DA Staff Officer, and Comptroller Instructor.

2. Lieutenant colonels are usually assigned in senior staff positions where Comptroller expertise and broader knowledge will be utilized. With fewer functional integrator possibilities at this grade, officers serve primarily in FA 45 assignments. LTCs may also apply for Training With Industry (TWI). For functional area qualification as an FA 45 LTC, an officer should complete a master's degree from an accredited university or college (CEL 2) and must have attended either the Professional Resource Management Course (PRMC) or the Professional Military Comptroller School (PMCS). Although not mandatory, it is the Proponent position to encourage officers to attend both courses. Officers must also have 48 months total cumulative service in qualifying FA 45

assignments. Examples are Budget or Resource Management Officer, Comptroller, Division Comptroller, Deputy or Director of Resource Management, Assistant Chief of Staff Resource Management, OSD/Joint/DA Staff Officer, Chief of Budget Analysis or Execution or Formulation, Chief of Budget or Budget Execution or Operations Budget or Program and Budget, Executive Officer, Comptroller Proponency or Assignments Officer, and Comptroller Senior Instructor.

c. Senior Phase – Senior Lieutenant Colonel and Colonel

This utilization phase provides senior Army leadership experienced FA 45 officers for critical staff and installation positions. During this phase, officers can expect to be assigned to senior staff positions that fully utilize their Army and resource management knowledge. As senior practitioners in the Comptroller functional area, colonels will serve primarily as FA 45 officers on Joint, OSD, HQDA, and major command staffs, or they may be assigned to functional area integrator positions. At this time, general officer slots are not tied to branches and functional areas. FA 45 colonels will thus compete against all officers in all four career fields for promotion to general. For functional area qualification, an FA 45 colonel must have completed Senior Service College (SSC) as a resident or nonresident (MEL 1) and 60 months' total cumulative service in qualifying FA 45 assignments. Examples are Deputy or Director of, or Deputy or Assistant Chief of Staff Resource Management; Comptroller; Chief of Program and Budget or Budget Analysis or the Military Personnel Account or the Comptroller Division; Deputy Assistant Director or Deputy Director of Investment; Deputy Director of Cost Analysis; Joint/OSD/DA Staff Officer; and Military Assistant or Executive Officer.

d. Executive Phase – Top Management

Select general officer positions at HQDA require the extensive financial management skills, knowledge, and attributes that Comptroller officers possess. Although general officer positions are by definition not coded for a specific branch or functional area, it is hoped that select highly skilled Comptroller officers will be most competitive for those positions under OPMS III. These positions could include the Deputy Assistant Secretary of the Army (Budget); Director, Operations and Support; and Director, Program Analysis and Evaluation. The Army senior leadership can also place either a general officer or Senior Executive Service civilian in MACOM DCSRM positions.

e. Functional Integrator Assignments

Captains and above may be called on to serve in a functional integrator (branch immaterial) assignment. Functional integrator positions are primarily in the Army Recruiting Command, the Cadet Command, and the Reserve Component (RC). Due to the small FA 45 population and the need to fill all critical FA 45 positions in

the force structure, it is expected that only a few FA 45 officers will be assigned to immaterial positions.

f. Joint Assignments

Comptroller functional area positions are on the Joint Duty Assignment List (JDAL). Officers so assigned may attend Joint Professional Military Education (JPME) and may be designated as Joint Specialty Officers (JSO). To be considered for selection to JSO, an officer must have completed JPME II and a full joint duty assignment (JDA), or with a waiver, must have completed two full JDAs. Officers will be considered for the JSO (skill identifier 3L), in accordance with guidelines of the DA Select Joint Specialty Officer Designation Board. Comptroller officers are not generally considered for JDAs until selected for major. Although joint experience is important to the Army and to officers seeking high advancement, not all FA 45 officers will get joint assignments; but that will not preclude selection to colonel.

4.3   FA 45 Professional Development Opportunities

Some Comptroller officers will have opportunities to serve in assignments outside the Army. Assignments are available in Training With Industry (TWI), in the Office of Management and Budget, a White House Fellow, on the United Nations or other international staff, or as a Comptroller functional area representative at US Defense sister service schools or foreign allied service schools. More information on these programs is available in AR 621-1 and AR 621-7, and from the Comptroller Proponency Office and PERSCOM.

a. Comptroller Training with Industry (TWI) Program

Training with Industry (TWI) is a unique opportunity for FA 45 officers to work in financial management of private sector businesses to learn the best business practices for possible Army implementation. The Comptroller Proponency Office successfully piloted its TWI program in 2001.   Corporate partners currently include General Electric, Motorola, USAA, and Boeing. Five officers will be competitively selected annually to participate in this 12-month experience that provides extensive exposure to managerial techniques and business practices within corporate America. Following their TWI tour, an officer is placed in a validated Army Educational Requirements System position for two years and incurs an active-duty service obligation two times the length of the TWI tour. TWI assignments will be to the US Army Student Detachment at Fort Jackson, SC with duty station at the corporate site. Rotations are expected to begin June – July of each summer, with selection boards held the previous October – November. Eligible officers are majors and above with demonstrated performance in challenging Comptroller positions.

b. Comptroller Office of Management and Budget (OMB) Opportunity

This opportunity was also piloted in 2001. OMB is part of the Executive Office of the President. One Army Comptroller officer will be selected annually to participate in a 12-month rotation in the National Security Division of OMB. Following the tour, the officer will be assigned to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller). The position will rotate each summer, with selection boards held the previous fall. Eligible officers are senior majors and above with demonstrated performance in challenging Comptroller positions.

c. The President's Commission on White House Fellows

This Fellowship annually selects exceptionally promising individuals from all sectors of American life to serve with the nation's chief executive. Program purpose is to give gifted and highly motivated young Americans firsthand experience in the process of governing the nation and a sense of personal involvement in leading society. Fellows write speeches, help review and draft proposed legislation, answer congressional inquiries, chair meetings, conduct briefings, and otherwise assist high-level government officials. They work with senior White House officials, cabinet secretaries, or other deputies. In the past, Fellows have worked for the Vice President, White House Chief of Staff, Peace Corps, Central Intelligence Agency, and National Security Council. Tours run September through August. Although this program is not Comptroller-specific, it is a great professional development opportunity.

d. The US Army Congressional Fellowship Program

This Fellowship is designed to provide congressional training to top Army officers and civilians. Fellows are selected each spring by an Army board and begin one-year tours in August. They first attend the Army Force Integration Course and complete a Congressional Training Program, then serve as staff assistants to members of Congress, where they typically are responsible for drafting legislation, arranging congressional hearings, writing speeches and floor statements, and briefing members for committee deliberations and floor debate. Graduate military fellows incur three-year service obligations and, within five years of completing the program, are assigned to positions requiring knowledge of congressional activities. Several requirements and restrictions apply. For more specific information, contact the executive officer at the Office, Chief of Legislative Liaison. This program is also not Comptroller-specific, but is a great professional development opportunity.

4.4 Assignment Considerations

a. The primary factor influencing an officer's assignment is the needs of the Army. Other factors considered are professional development needs of the individual, the officer's preference statement (AR 614-100), grade, career field, education and

experience, availability of officers with required qualifications, policy considerations such as PCS stabilization and overseas equity, the officer's potential for advancement, and family needs.

b. Sound management, the key to successful professional development, starts with the individual officer. Officers play an important part in deciding the type of assignment they receive. Officers must take advantage of each assignment to accomplish as much as possible. There are a significant number of "gates" through which officers must pass for a successful career, but the time available for getting through all of them remains very limited.

4.5   Assignment Preferences and Precedence

a. Assignment sequencing in FA 45 is less rigid than that of a branch, but there are certain requirements to ensure all of the Army's Comptroller officers are well grounded in their field. Officers will receive their initial functional area training through designated Comptroller training programs.

b. The Comptroller functional area has diverse opportunities, which allow for numerous career development paths. The FA 45 professional development goal is to produce and sustain highly qualified tactically and technically proficient officers able to lead, think, and leverage existing and future technology and processes in managing resources. Assignments in the Comptroller functional area develop an officer's ability to attain that goal. Requests from officers for assignments that do not contribute directly to this goal must be fully justified.

c. Assignment to qualifying functional area positions will have a precedence, although there is flexibility on the sequence of assignments. Additionally, some Comptroller functional area billets will be designated as requiring advanced military and/or civilian education. Officers assigned to such positions must complete required courses prior to reporting to duty assignments.

4.6   Duration of FA 45 Assignments

a. Most FA 45 assignments will be 24 to 36 months. Tours could be longer in areas with a high concentration of billets, such as the National Capital Region (NCR) and major installations. Overseas locations will continue to require specific tour lengths. Officers desiring additional information on assignments should contact the PERSCOM Comptroller Assignments Officer or the Comptroller Proponency Office of the Office of the Assistant Secretary of the Army (Financial Management and Comptroller). A listing of all current FA 45 authorized positions is found in Appendix B.

b. Comptroller assignments in FA 45 positions are required for functional area qualification. Completion of Comptroller assignments, as well as applicable level

courses and education outlined elsewhere in this chapter are the requirements for functional area qualification at the field grade level. Before assignment to a joint command or at OSD, FA 45 officers must have completed a previous Comptroller functional area assignment and attended requisite training.

c. Unlike a basic branch, there are no single mandated positions, such as being a Battalion S3/XO. Instead, Comptroller has a group of positions that officers can be assigned to at each rank that meet functional area qualification. These positions are outlined in Section 4.3 and in DA PAM 600-3. Due to the diversity of FA 45 positions, officers have many career paths they can take. Any one specific position is not mandated due to force structure limitations. With only ten active Army divisions, for example, the position of Division Comptroller should not be mandated, as only a few officers will have that opportunity. An officer should attempt to serve in operational units (e.g. division or corps comptroller), Installation, MACOM, and HQDA/Joint levels during their career to provide them with broad experiences and prepare them for senior positions. The timing of those positions in your career, however, is flexible.

d. Figure 4-1 depicts a Comptroller functional area life cycle with functional area qualifying requirements. Additionally, it identifies developmental assignments and training within the functional area.

Figure 4-1. FA 45 Life Cycle
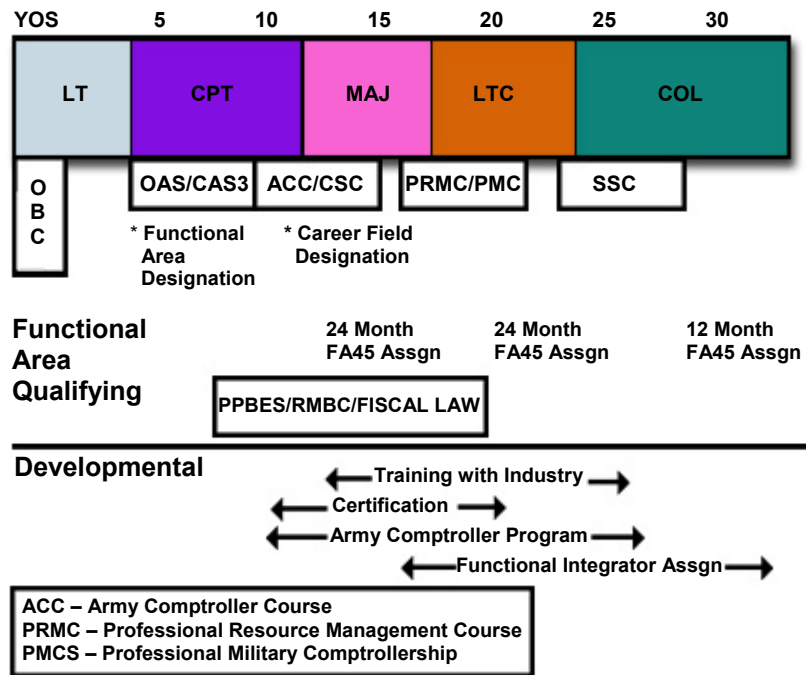
4.7 Requirements, Authorizations, and Inventory

a. Comptroller functional area goal is to maintain a healthy, viable career path for FA 45 officers. To do this, the field grade inventory must be optimized to fulfill functional area as well as functional integrator authorization requirements. There must be ample population to also allow a portion of officers to be in the Training, Transient, Hospital, and School (TTHS) account.

b. The number of authorized Comptroller authorizations, by grade, will vary as force structure decisions are made and actions to implement them are taken. By the end of Phase I of the OPMS III Implementation Plan, the numbers of Comptroller officers will be sufficient to meet the OPMS III design criteria and the Comptroller functional area goals described earlier. Current population of FA 45 is 674 officers, as shown earlier in Section 1.3 and Figure 4-2 below. Figure 4-2 shows the population to authorization status. Note that excess captains are mostly serving in their basic branches. Many captains and majors are also in school or elsewhere in the TTHS account. FA 45 currently has a concerning shortage of LTCs. This issue is expected to be addressed through increased requirements during upcoming promotion boards.

Figure 4-2. FA 45 Structure

FA 45 Authorizations vs Population

Authorizations based WEBTAADS FY03

	COL	LTC	MAJ	CPT
AUTH*	45	105	93	50
POPULATION	43	95	141	220
In FA 45 Posn	42	74	88	14
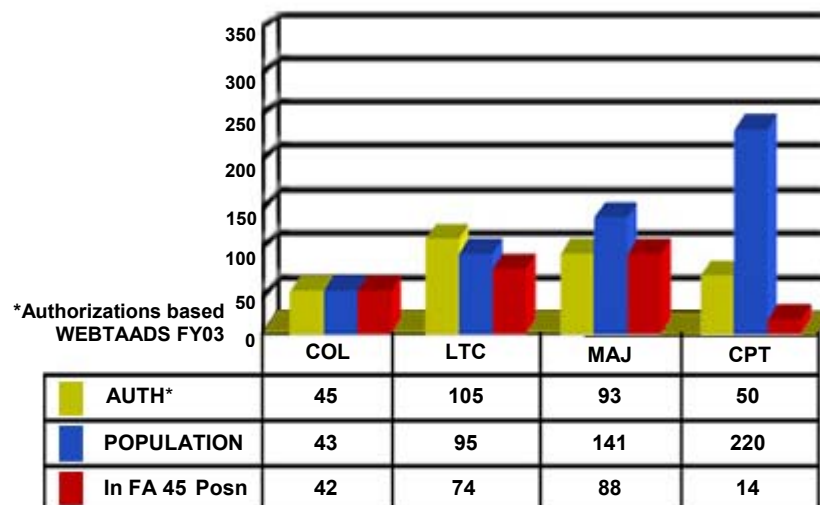
**Additional 175 Non-Branch-Qualified Captains with FA 45
= 674 Total FA 45 Population**
Population and Fill Data as of Oct '02

4.8   Comptroller Accreditation

The Comptroller Accreditation Program guides the career development of both Army financial management military professionals and civilian professionals. Accreditation assesses comptroller careerists' credentials by identifying achievement levels in education, training, and experience requirements. The program formally recognizes an individual's demonstrated performance and capabilities. The Comptroller Accreditation Program ensures that financial management professionals possess and maintain identified core competencies in financial stewardship, financial decision support, and leadership and organizational management.

a. The Comptroller Accreditation Program has five building blocks: formal education, training, professional development, performance enhancing job experience, and certification. These building blocks will develop the skills needed for expert stewardship of Army resources in the dynamic environment of a transforming land force. All financial management practitioners are encouraged to earn professional certification and thereby demonstrate competence to our customers and stakeholders.

Figure 4-3. Accreditation Components

Five Components of Accreditation
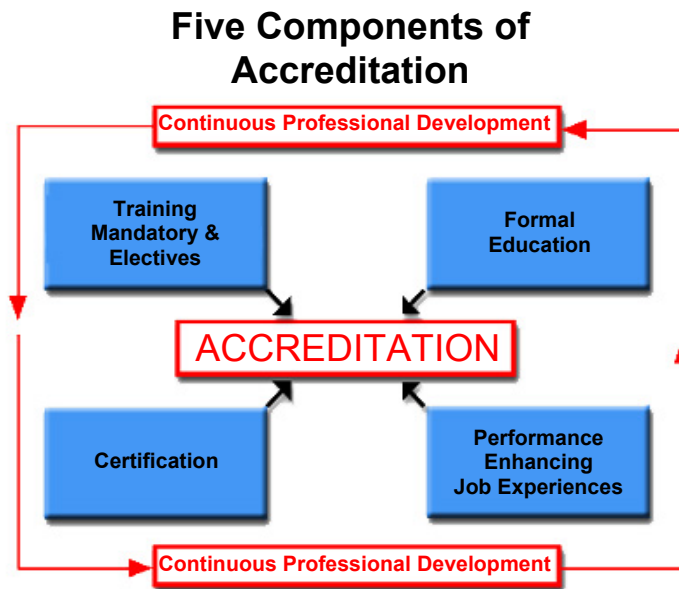
b. The Comptroller Accreditation Program has four levels, and progression from one level to the next will not be a specific requirement for particular positions or ranks. Since levels are not tied to ranks, officers can progress through each level as soon as they achieve each level's requirements. Given the amount of requirements, it is expected that it will take an officer three to five years to achieve each level. The process serves as a career program life cycle guide for professional and personal development. The four levels are:

- **Level I** – Performs fundamental, basic, and routine activities while gaining subject matter expertise. Generally, works in close relation with a team leader or supervisor.

- **Level II** – Functions independently and applies knowledge and experience to a variety of complex situations. Works with minimal guidance and direction from a team leader or supervisor.

- **Level III** – Serves as senior specialist/analyst, team leader or supervisor. A recognized expert with broad scope of responsibility and high visibility.

- **Level IV** – Has executive responsibility for installation, and directorate, and/or agency-level policy and implementation.

c. Civilian and military financial management professionals are required to participate in the Comptroller Accreditation Program. FA 45 officers will maintain proficiency in the broad areas of financial stewardship, financial decision support, and leadership and organizational management as shown in the left column of the matrix in Figure 4-4. Further details on the Comptroller Accreditation Program are available in the Comptroller Accreditation Handbook, which is available on the Proponency Office Web site.

d. A component of the Accreditation Program is professional certification. Officers have a variety of certifications to choose from, and should select the one that best represents their competencies and career goals. Appendix F lists common certifications pursued by financial management careerists. These include the Certified Defense Financial Manager (CDFM), the Certified Government Financial Manager (CGFM), and others.

4.9   Comptroller Mentorship Program

Another development opportunity available to Comptroller officers is the Resource Management Mentorship Program (RMMP). RMMP is an excellent opportunity to improve technical and leadership skills. By partnering an experienced person (Mentor) with a less experienced person (Associate), the mentoring process promotes professional and personal growth by sharing knowledge and insight that have been learned over the years. The Mentor and Associate work together in a reciprocal partnership to reach specific goals and provide each other with feedback to ensure the goals are accomplished. Certificates will be presented to participants upon successful completion of RMMP. Successful completion is based on the participant's completion and submission of the semiannual and annual evaluation forms. To learn more about RMMP, visit the Mentoring Page on the Proponency Web site (http://www.asafm.army.mil). The Proponency Office takes applications each August, and the program runs for one fiscal year. Officers can apply to be both a mentor and an associate. Partnership matches will be finalized and notification memorandums will be forwarded in September. The RMMP is open to military and civilian financial management professionals Army-wide. The target audience is CP 11 careerists in grades GS-9 to SES and Functional Area 45 (Comptroller) officers in ranks captain to general officer.

Figure 4-4. Accreditation Program Matrix

FUNCTIONAL AREA 45 OFFICER	
LEVEL I	**LEVEL II**
- Bachelors Degree-Recommended - Planning, Programming, Budgeting and Execution System (PPBES)* - Fiscal Law Course* 1 Analysis Course* 1 course in Financial Stewardship 1 course in Financial Decision Support 2 courses in Leadership and Organizational Management 2 Performance Enhancing Job Experiences	- Bachelors Degree – Recommended - Masters Degree (Enrolled in Program) Recommended - Professional Certification (Working Toward) – Recommended 2 courses in Financial Stewardship 2 courses in Financial Decision Support 2 courses in Leadership and Organizational Management 2 Performance Enhancing Job Experiences
LEVEL III	**LEVEL IV**
- Bachelors Degree – Recommended - Masters Degree -Recommended - Professional Certification Recommended 2 courses in Financial Stewardship 2 courses in Financial Decision Support 2 courses in Leadership and Organizational Management 2 Performance Enhancing Job Experiences	- Bachelors Degree – Recommended - Masters Degree – Recommended - Professional Certification Recommended 1 course in Financial Stewardship 1 course in Financial Decision Support 2 courses in Leadership and Organizational Management 1 Performance Enhancing Job Experience

CHAPTER 5 – MILITARY EDUCATION

5.1   Basic Developmental Phase

Entry military training of an FA 45 officer includes the Planning, Programming, Budgeting and Execution System (PPBES) course and the Resource Management Budget Course (RMBC), both taught at the US Army Finance School, Fort Jackson, South Carolina, by FA 45 instructors and the Army Comptroller Course (ACC) taught at Syracuse University. PPBES and RMBC are modular, starting with PPBES, and are designed for active and reserve officers and for civilian personnel in the Comptroller career field. FA 45 officers should plan to attend them as early in their careers as possible. Attendance requests for PPBES and RMBC should be placed into ATRS by your local training office. ACC is discussed below.

a. Planning, Programming, Budgeting, and Execution System (PPBES) Course

    PPBES course provides knowledge of the fundamentals of resource management and the Planning, Programming, Budgeting, and Execution System (PPBES). The course is designed to guide students from the planning to the execution phases. This nine-day course includes discussions on resource management organizations and functions, review and analysis, manpower management, budgeting, obligation rules and management, flow and receipt of funds, economic analysis, and management control programs. Course is highly recommended and urged for FA 45 officers prior to first FA 45 assignment. Schedule of courses and dates may be found at http://www.finance.army.mil/courses.htm.

b. Resource Management Budget Course (RMBC)

    RMBC provides knowledge of Department of the Army budgeting procedures. This two-week course includes discussions and practical exercises on budgeting and budget execution at all levels from activity through congressional and in different appropriations and commands. Prerequisite is the PPBES course, the Finance Officer Advance Course or a pre-1987 Finance School course in Planning, Programming, and Budgeting Systems or Military Comptrollership. RMBC is recommended for officers on orders for, or in, positions requiring execution-level budgeting skills. Check available dates at http://www.finance.army.mil/courses.htm.

c. The Army Comptroller Course (ACC)

    ACC is one of the Army's first professional development courses created in and for the 21st century. Taught at Syracuse University, this four-week comprehensive training experience is mandatory for newly designated FA 45 officers and second year Department of the Army and Presidential Management interns. Journeyman-level Army civilian careerists may also attend. This course is wholly different and

distinct from the Army Comptrollership Program (ACP), the 14-month custom graduate program taught at Syracuse University, which is described in the next chapter. ACC provides FA 45 officers and comptroller careerists with the ability to operate within today's challenging environment and gives them the skills to be more effective and efficient in financial management and comptrollership. It focuses on federal budget challenges, strategic planning, PPBES, fiscal law, activity and service based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process, and installation and major command resource management. The concept of ACC is to put newly designated FA 45 officers on equal footing, since fewer than 20% will have had military comptrollership training or experience before being CFD.

ACC is mandatory for all FA 45s for functional area qualification as majors. Many attendees to ACC, however, are captains. Officers are waived from ACC if they attended ACP, which has similar curriculum embedded in that longer program. Select officers who have previous sufficient comptroller experience may be sent to the more advanced PRMC (discussed below) in lieu of ACC. Officer nominations – officer record brief and memorandum of nomination from the officer's rater – should be sent through command channels to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), (OASA{FM&C}). More information is available from the Army Comptroller Course Manager, (703) 692-7414, DSN 222-7414, proponency@hqda.army.mil.

5.2   Intermediate Developmental Phase

In the intermediate stage, FA 45 officers are required to attend either the Professional Resource Management Course (PRMC) or the Professional Military Comptroller School (PMCS) for Functional area qualification at the rank of LTC. It is the Proponent position to encourage officers to attend both. Officers in this stage may also attend the Army Comptrollership Program (more in the next chapter on Civilian Education).

a. Professional Resource Management Course (PRMC)

   1. PRMC is a unique professional development experience to improve skills in interpersonal communication, analysis, conflict resolution, and team and consensus building. Through simulations, the program critically examines all aspects of PPBES, from planning to prior-year funds management. Innovative approaches to reducing costs are also examined. PRMC has two objectives:

      • To provide participants a better understanding of the total Army resource management process and the environment in which it operates.

      • To improve management skills.

2. PRMC is a Department of the Army – Syracuse University cooperative professional development course for current and future resource managers. The four-week resident program is taught by the Syracuse University faculty and by guest speakers from the Army and DoD. Instruction is delivered live and by using video conferencing at the university's main campus. Classes are held three times each fiscal year. The course awards 14 continuing education units upon completion. For more information on course environment and content, see the Proponency Web site or contact the Director of Army Programs at Syracuse University, (315) 443-2898, dberg@som.syr.edu.

3. PRMC classes are comprised of 30 students – about 25% FA 45 officers and the rest Army civilian employees. Travel and attendance are centrally funded. Majors or higher in FA 45, Army civilian employees GS-11 through -14, and certain GS-9s with waiver in career programs 11 (Comptroller) and 26 (Manpower and Force Management) make up the target audience. Officer nominations – officer record brief and memorandum of nomination from the officer's rater – should be sent through command channels to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), (OASA{FM&C}). More information is available from the Army Comptroller Program Manager, (703) 692-7414, DSN 222-7414, proponency@hqda.army.mil.

b. Professional Military Comptroller School (PMCS), http://www.au.af.mil/au/cpd/

1. PMCS is conducted five times a year at Maxwell AFB, in Montgomery, Alabama. This six-week course provides professional development education for mid-career and senior financial managers within the Department of Defense (DoD). The course develops the individual's capacity to adapt the comptroller's role to the economic, political, and technical environment of the military organization. Taught at the graduate level, PMCS expands resource managers' knowledge of issues and policies affecting defense resource allocation and military readiness. PMCS also enhances, with a generalist perspective, the individual's comprehension of the academic disciplines essential to effective comptrollership. The course is a combination of faculty lectures and seminars, with an extensive guest speaker program. Individual written assignments and oral presentations are included throughout. Seminar rooms have closed circuit TV with video-cassette recorders and personal computers. Laptop computers are available. Whereas ACC and PRMC focus more toward Army financial management, PMCS has a DoD/Joint focus. All officers are thus encouraged to attend all three during their career.

2. PMCS classes comprise 60 officers and civilians from all military departments. Travel and attendance by FA 45 officers and Army civilians are centrally funded. The course is open to military and civilian personnel assigned, or pending assignment, to positions in Army resource management. Minimum grade for nomination is major for military personnel or GS-12 (or foreign equivalent) for

civilians. Captains and GS-11s will be considered for waiver, but only if they are experienced in a range of Army resource management positions. Student mix is about 40% military (MAJ to COL) and 60% civilian (GS-12 to GS-15). Officer nominations – officer record brief and memorandum of nomination from the officer's rater – should be sent through command channels to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller), (OASA{FM&C}). More information is available from the Army Comptroller Proponency Office, (703) 614-4137, DSN 222-4137, proponency@hqda.army.mil.

c. Enhanced Defense Financial Management Training (EDFMT)

1. The Department of Defense (DoD), in cooperation with the American Society of Military Comptrollers (ASMC), sponsors the Enhanced Defense Financial Management Training (EDFMT) course. The purpose of the training is to improve the overall technical and managerial capabilities of the financial management workforce with emphasis on DoD standards rather than service-specific solutions.

2. This five-day course is taught in three modules:

- Government Resource Management

- Budget and Cost Analysis

- Accounting and Finance

Classroom training is preceded by academic read-ahead material and followed by a comprehensive set of recommended reference materials for additional study.   It will also assist in preparation for a stringent defense financial management certification (Certified Defense Financial Manager – CDFM) examination from the American Society of Military Comptrollers.

3. Classes are held in major US cities and bases in the US, Europe, and Pacific locations. Eligibility is for majors or higher holding Functional Area (FA) 45. This course is centrally funded and seat allocations are distributed to MACOM POCs. Officers should contact their financial management training and development representatives. More information may be sought from the Comptroller Proponency Office Program Manager at proponency@hqda.army.mil.

5.3   Senior Developmental Phase

At the late developmental stage, FA 45 senior lieutenant colonels and colonels continue professional development primarily through progressive FA 45 assignments. Officers will complete MEL I education through either resident or correspondence modes. Officers in this phase can also pursue attendance at the National Security Management

Course (NSMC), a six-week DoD sponsored capstone course held at the Maxwell School, Syracuse University. The NSMC is held once a year from April to May and is centrally funded. Attendees are given nine credits toward a Masters of Public Administration degree. Further information can be found at http://nss.edu. Senior officers can also participate in various Army fellowships and scholarships as outlined in AR 621-7. There are also executive programs at Harvard University, the Brookings Institute, and other schools aimed at the federal or DoD executive.

CHAPTER 6 – CIVILIAN EDUCATION

6.1   General

A FA 45 officer may pursue full-time Advanced Civil Schooling (ACS) studies toward a graduate degree through various options. Officers can enroll in the Degree Completion or the COOP Degree Program (which can be financed out of pocket or with Department of Veterans Affairs ("VA") assistance), or apply for the fully-funded Army Comptrollership Program (ACP). For more on ACS, see AR 621-1, Training of Military Personnel at Civilian Institutions.

6.2   Self-Financed/VA-Assisted Degree Programs

a. The Degree Completion Program

   The Degree Completion Program requires an officer to bear costs of tuition, fees, and texts. Many elect to use available VA in-service benefits to defray some or all of the expense. Some officers may also have the GI Bill, and can use that benefit while on active duty. For programs at least 20 weeks long, the Army provides full pay and allowances and will move the officer's family to the school location; for shorter programs, attendance is in a permissive TDY status. Service obligation for 20-week and longer programs is three times the length of schooling, to a maximum of six years.

b. The Cooperative (COOP) Degree Program

   The Cooperative (COOP) Degree Program gives officers in Senior Service College (MEL 1) and Command and Staff College (MEL 4) opportunity to pursue civilian graduate degrees part-time while attending and/or full-time after completing their military education program. The officers pay tuition and book costs, or may choose to use available VA assistance. See the various schools for information. Note as ILE is implemented the MEL 4 COOP option may not be available for FA 45, but will likely be replaced by fully-funded ACS as discussed earlier.

6.3   Advanced Civil Schooling (Fully Funded) Program

a. ACS aims to:

   - Create an inventory of officers possessing requisite academic credentials and technical skills to meet existing force structure requirements.

   - Create an inventory of officers educated in emerging technologies of critical future relevance to assist in the transition of technology from the laboratory to the battlefield.

- Satisfy educational aspirations of the officer corps consistent with Army requirements.

b. Selected officers complete graduate education to qualify for positions having advanced-degree requirements under the Army Education Requirements System (AERS). Under ACS, the Army pays tuition costs, while continuing the officer's full pay and allowances, and moves the officer's family to the college or university location not to exceed 24 months. Participants incur an active-duty service obligation of three times the length of schooling, up to six years. Officers may not draw VA benefits while pursuing fully funded education. The one ACS option for FA 45 officers is the Army Comptrollership Program (ACP) at Syracuse University. Officers may be selected to attend ACP anytime between their sixth and 15th years of service. Officers are most competitive for ACP selection as a major, after they have been CFD as an FA 45. It is likely FA 45 will continue to also send select high-potential captains unless the application rate from majors is increased. IAW AR 621-1, officers must start their fully funded ACS prior to their 17th year of active commissioned service.

6.4 Army Comptrollership Program

a. History

The Army Comptrollership Program (ACP) represents a unique cooperative endeavor between Syracuse University and Department of the Army. Military comptrollership has existed as a profession since 1949. ACP, established in 1952 at Syracuse University, Syracuse, New York, provides an accelerated advanced education foundation for future Army resource managers. With an established reputation for providing quality education programs for business and government groups, Syracuse University developed a unique graduate education program to meet the Army's comptrollership needs. Early ACP curriculums developed students' knowledge of industrial and military management techniques, and they emphasized components of comptrollership as they supported effective and economic allocation of resources. The foundations of business and public administration were provided in an academic environment, without undue regard to contemporary Army policy or influence.

Over the years, changes have occurred in graduate education, course curriculum, and student composition. The quality of this unique program and curriculum allows the Army student to recognize the transition from concepts, theories, and principles to the federal government, Defense, and Army environments in which comptrollership is practiced. The curriculum now is the result of an analysis of the needs of resource managers for today and the near future, and the development of course content designed to provide knowledge and skills to meet those needs. Through ACP the Army continues to develop a cadre of highly motivated, thoroughly trained, broad-gauged, professional military and civilian resource managers.

b. Current ACP Program

ACP was modified for the 2002-2003 school year and is now a joint degree program between Syracuse University's School of Management and the Maxwell School of Citizenship and Public Affairs. ACP students, starting with the class of 2003, will graduate with both a Masters of Business Administration (MBA) and Masters of Arts of Public Administration (MAPA) degrees. The curriculum has been increased from 51 to 60 credits to support this new opportunity. Students will still be managed by the Army Programs Office at the business school, but will take increased curriculum and electives from the Syracuse Maxwell School of Citizenship. This dual-degree program is 14 months in length and runs from June to August each year.

c. Objectives

In many respects, ACP objectives align with those of Syracuse University's sponsored professional development programs for management executives. They emphasize developing an overall management point of view, learning to attain organizational goals through consensus and a group process, developing skills in problem solving, and leading large organizations to emphasize quality and change to compete in the decade ahead. The Army program differs in its focus on defense resource management, with these objectives:

- Serving as an integral part of the Army's graduate level education needs.

- Combining the best of both public and business administration theory to develop a broad-based knowledge of management techniques.

- Providing an academic environment in which all aspects of the developing subjects of resource management and comptrollership can be fully explored to develop teaching material that reflects current Army thinking in the area of resource management.

d. Philosophy

The ACP curriculum expresses its philosophy, affording a multi-dimensional approach to an adult education learning experience. Besides satisfying university-prescribed graduate-degree knowledge and skill requirements, ACP fulfills the Army's expressed need for graduates knowledgeable of DoD/Army resource management techniques and procedures.

e. Participants

Over 1,300 ACP graduates have provided meaningful contributions in demanding management positions. Many have reached the pinnacle of their profession, having served in the most senior comptroller positions in the Army, Defense Finance and Accounting Service and the Office of the Secretary of Defense. Additionally, ACP

graduates in other fields, including federal, state, and local government, academic institutions, and the private sector have made a wide range of successful contributions. Class size of 25 to 30 includes half to two-thirds active and reserve officers, and the remainder are civilian members of the Comptroller profession from the Army, Defense agencies, and other services.

FA 45 officers are voluntary applicants, nominated by their chain of command and approved through a board process with membership from PERSCOM and OASA(FM&C). The number of officers sent to each ACP class is based on validated requirements for Comptroller-related degrees, officer availability, and individual qualifications. FA 45 will normally gain 13-14 slots per year. As previously mentioned, that number may increase with ILE implementation. Officers normally attend ACP between normal PCS rotations. Graduates are assigned to FA 45 positions in Army, Joint or DoD organizations and normally serve three-year utilization tours unless deferred by command or military schooling assignments. These utilization positions are at MACOM level and above. ACP enables its officers to perform substantially more effectively, even in functional integrator or enrichment positions. The program's lasting benefits are derived from the conviction that knowledge of resource management is a basic skill required of a successful officer in all military assignments.

f. Prerequisites

Four mandatory indices for consideration in the acceptance process for the ACP program by Syracuse University are:

- Approval of the Department of the Army or other Defense agency or service as described above.

- The individual's undergraduate academic record.

- The Graduate Management Admission Test score (500 or higher advised).

- Four letters of recommendation.

The Director of Army Programs reviews applications, and the university makes the final admittance. For applicants without an academic background in mathematics (advanced algebra and calculus), statistics, or accounting, it is strongly recommended they study or attend courses in these subjects prior to application/attendance.

CHAPTER 7 – COMPTROLLER CIVILIAN CAREER PROGRAM

7.1 Civilian Career Programs

Officers serving in FA 45 assignments will work alongside their civilian counterparts on a regular basis. FA 45 officers will often supervise and rate or be supervised and rated by a civilian. It is thus paramount that you study and familiarize yourself with their career program. For further study, review the CP 11 ACTEDS Plan available on the Proponency Office Web site. Most civilian positions aligned with FA 45 positions are covered by Comptroller Civilian Career Program (CP 11), one of the oldest and largest of 21 such programs. About 89,000 Army civilian employees' jobs (professional and administrative, usually GS-11 and above) are covered by civilian career programs, whose operations are governed by AR 690-950, Career Management. CP 11 covers over 9,400 employees and positions in the Comptroller career field at grades GS-11 and above, plus interns training for placement at those grades.

7.2 Multi-Disciplined Financial Analyst Initiative

a. Future comptroller careerists need to be multi-functional and multi-dimensional, capable of analyzing and handling various situations. A primary element in today's redesigned Army financial management establishment is the Multi-Disciplined Financial Analyst initiative. The objective is to design a career model architecture consisting of Multi-Disciplined Financial Analysts who are accredited in a broad range of core competencies associated with budgeting, accounting, costing, management and program analysis, auditing, and leadership. The initiative includes implementing master training plans for multi-disciplined financial analysts and specialized accountants, auditors and cost analysts, interns through senior executives.

b. Key focuses of this initiative are on education and training, experience, professional development, and accreditation. Education and training lead to attainment of core competencies, which are assessed at four discrete, progressive levels. Experience will span from installation level to departmental headquarters. Professional development will include exchange programs, developmental assignments and fellowships. The Comptroller Accreditation Program, as discussed earlier, will document that an individual meets minimum mandatory requirements established for a specific career level in a career field.

7.3 Program Population and Distribution

Total CP 11 population is about 9,400 including 20 in the Senior Executive Service.

Figure 7-1. CP 11 Grade and Job Series Distribution

GRADE	PERCENT	SERIES	PERCENT
GS-09	19	343-MANAGEMENT/PROGRAM ANALYST	31
GS-11	25	501/505-FINANCIAL MANAGER	6
GS-12	28	510-ACCOUNTANT	11
GS-13	19	511-AUDITOR	11
GS-14	7	560-BUDGET ANALYST	37
GS-15	2	1515-COST ANALYST	4
TOTAL	**100**		**100**

7.4 Performance Appraisal and Rating Systems

The current civilian rating system, Total Army Performance Evaluation System (TAPES), began in July 1993. Its goals are to improve the civilian evaluation system, foster a unified Army culture, emphasize civilian leader development, increase rate of involvement, facilitate mutual understanding, and support Total Army Quality. The system focuses on the majority of successful performers, for whom information on mission objectives and performance expectations from their raters is enough to point them in the right direction. TAPES has two distinct tracks, the Senior System for GS-9s and above and a Base System for GS-8s and below. TAPES forms are designed to resemble those for Officer and Noncommissioned Officer Evaluation Reports. As a major element of Army culture and systems integration, TAPES supports the Army's commitment to leadership, professional development, and the civilian-soldier team.

7.5 Career Program Appraisal and Referral

a. Most Army career programs have distinct appraisal systems, which provide inventories of candidates for referral to career program positions. Most employees assigned into CP 11 come in laterally (at the same grade), and many promoted within the career program are selected from centrally issued career program referral lists. The Central Programs Division in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) maintains the central inventory for filling GS-12 through GS-15 positions.

b. The Department of the Army uses the Resumix system to facilitate searches for career program positions and to generate CP 11 career referral lists for positions at the mandatory career referral levels (GS-12-15).

c. Resumix is the recognized referral system and serves as the Merit Promotion Plan for CP 11. Resumix has the goal of providing selecting supervisors lists of highly qualified candidates for vacancies they need to fill. In order to receive consideration for jobs, financial management careerists must have a resume on file in the Central Resumix database **and** they must apply for specific vacancy announcements.

d. The Army Civilian Resume Builder is the preferred method for preparing a resume and supplemental data sheet for submission to any Army Resumix database. The use of the Army Civilian Resume Builder ensures that the resume is developed in a uniform manner, conforms to the proper format for processing, and is the most efficient way to get a resume into the Central Resumix database. The Army Civilian Resume Builder may be accessed at http://cpol.army.mil. If you require assistance registering in Resumix, contact your local Civilian Personnel Operating Center.

CHAPTER 8 – MILITARY/CIVILIAN FINANCIAL MANAGEMENT AWARDS PROGRAMS

8.1   General

In addition to installation, major command, and field operating agency recognition programs, there are HQDA and professional association award programs that honor and recognize both military and civilian individuals, teams, and organizations that have distinguished themselves in the area of financial management and stewardship. The ASA(FM&C) Comptroller Proponency Office serves as the Army's point of contact for all the awards listed below. Nomination periods span each fiscal year (FY), and award nominations are due in the Fall/Winter following each FY. Announcements will be sent to each MACOM/organization and posted on the Comptroller Proponency Office Web site.

8.2   Assistant Secretary of the Army (Financial Management and Comptroller) Resource Management Awards

a. General

   This RM Awards Program annually recognizes outstanding performance of individuals, teams, and organizations at both the below MACOM level and at the MACOM HQ and above level.

b. Categories

   1. Military and Civilian Individual Awards

      a). Accounting and Finance

      b). Analysis and Evaluation

      c). Auditing

      d). Budgeting

      e). Cost Analysis

      f). Comptroller/Deputy Comptroller

      g). Education, Training, and Career Development

      h). Resource Management

      i). Resource Management in an Acquisition Environment

2. Outstanding Resource Management Team Award

3. Outstanding Resource Management Organization Award

4. Outstanding Intern Award

5. Resource Management Educator of the Year Award

6. Resource Management Author of the Year Award

c. Eligibility

Eligible nominees include Army civilian employees (US and foreign national), enlisted soldiers with Military Occupational Specialty (MOS) 73C, MOS 73D, and MOS 73Z, as well as commissioned officers with Functional Area (FA) 45, FA 70C, FA 49, or Branch Code (BC) 44, and members of the US Army Active and Reserve Components who perform resource management functions.

d. Submission Requirements

Nominations are accepted by the ASA(FM&C) Proponency Office during the first quarter of the fiscal year for previous fiscal year accomplishments. Visit the ASA(FM&C) Web site for specific rules and criteria.

8.3 Under Secretary of Defense (Comptroller) Financial Management Awards Program

a. General

The USD(C) FM Awards Program recognizes significant contributions of individuals or groups to the improvement of financial management at both the below MACOM level and at the MACOM HQ and above level.

b. Categories

1. Financial Management Systems Improvement

2. Financial Management Initiative

3. Innovative Use of Technology to Improve Financial Management

c. Eligibility

Military members (to include Reserve Components), DoD civilian employees, and private/non-governmental entity personnel when participating on a DoD-led team

effort, may be nominated under one (or more) of the award categories. Contractors may be granted recognition only if their contribution is substantially beyond that specified or implied within the contract establishing their relationship with the Department or if the recognition clearly is in the public interest.

d. Submission Requirements

Nominations are accepted by the ASA(FM&C) Proponency Office and must be received no later than the second week of March for the previous fiscal year accomplishments. Visit the ASA(FM&C) Web site or review DoD Financial Management Regulation, Volume 1, Chapter 6 for specific rules and criteria.

8.4   American Society of Military Comptrollers (ASMC) National Awards Program

a. General

The ASMC National Awards program recognizes individuals and teams for outstanding accomplishments within the functional fields of comptrollership at both the below MACOM level and at the MACOM HQ and above level.

b. Categories

1. Individual Achievement Awards

   a). Accounting and Finance

   b). Analysis and Evaluation

   c). Auditing

   d). Budgeting

   e). Cost Analysis

   f). Comptroller/Deputy Comptroller

   g). Education, Training, and Career Development

   h). Resource Management

2. Team Achievement Award

c. Eligibility

Eligible nominees include any military or civilian person(s) currently employed by the DoD (to include National Guard and Reserve Components) or the United States

Coast Guard may be nominated. A member or non-member of ASMC may be nominated.

d. Submission Requirements

Nominations are accepted by the ASA(FM&C) Comptroller Proponency Office during the first quarter of the fiscal year for previous fiscal year accomplishments. Individuals and teams nominated for the ASA(FM&C) awards are automatically forwarded to ASMC and do not need a separate nomination. Visit the ASA(FM&C) Web site or the ASMC Web site for specific rules and criteria.

8.5   Award Presentation

All of the above awards are presented during the annual Professional Development Institute of the American Society of Military Comptrollers.

APPENDIX A – EXAMPLE (SELECT) FA 45 JOB DESCRIPTIONS

Duty Title: Budget Analyst, MACOM HQ (CPT and MAJ)

Responsible for planning, developing, and coordinating budget policies and procedures for command-wide applications. Serves as the Budget Division mobilization planner and coordinator. Participates in scheduled mobilization exercises. Represents the Budget Division at meetings and conferences, and visits HQDA, other MACOMs, and TRADOC installations and activities. Acts as the TRADOC proponent for TRADOC Regulation 11-4, the Installation Contract Process. Responsible for conducting the Internal Control Program within the Budget Division. Performs independent system planning and analysis.

Duty Title: Division Comptroller (MAJ)

Exercises staff responsibility for formulation, justification, and execution of annual command operating budget of over $150 million. Operating budget accounts include both divisional and associated non-divisional units. Principal advisor to the Division Commander and staff on all matters related to financial management. Executes budget responsibilities by directing the activities of a nine-person budget office and conducting coordination with HQDA and FORSCOM on a wide range of resource management issues. Provides unit commanders timely financial data and assistance enabling them to better manage resources in executing assigned missions and training.

Duty Title: Chief, G3 Program and Budget (LTC)

Programs, supervises, and coordinates the development, execution, review, and analysis of FORSCOM General Support Forces (Mission) funds and training and budget programs, and all TRADOC-funded activities at Fort Carson. This amounts to over a $40 million annual budget. Provides supervision of activity directors in programming budget activities applicable to units and/or activities based on current policies. Prepares and submits to higher headquarters G3 Program Director portion of the Command Operating Budget to include appropriate portion of the Commander's Statement. Prepares monthly financial review and analysis (Status of Funds) for presentation by the G3/Director of Plans and Training to the Commander and Staff. Maintains strict financial control through the certification authority for funds in FORSCOM General Support Forces (Mission) and all TRADOC funded activities. Provides Finance and Accounting with monthly status of unliquidated obligations on letter orders, contracts, and supplies that have been obligated in excess of 90 days, which involves coordination with reviews. Processes requests for TDY travel for all units and activities in the 4th Infantry Division (M). Supervises the execution and submission of numerous budgetary reports that are required by HQ FORSCOM.

Duty Title: Chief, Program Budget Division, MACOM HQ (COL)

MACOM Budget Officer. Responsible for planning, programming, budgeting, execution, and evaluation of the MACOM $4.3 billion multi-appropriation budget, supporting over 900,000 soldiers and civilians, and 14 major installations (approximately 75% of US Army Forces). Responsible for development of FORSCOM issues for input into the Program Objective Memorandum (POM) and CINC Integrated Priority List (IPL). Responsible for all resource management decisions for contingency actions and operations other than war (OOTW). Coordinates funding and reimbursement with other departments, nations, and the United Nations. Provides timely and accurate evaluation, analysis and assistance for subordinate command/installation budget estimates, submissions, and execution to support the MACOM Commander's intent. Provides sound judgment and ethically uncompromising recommendations for all resource management issues.

Duty Title: Budget Officer, MACOM HQ (LTC and COL)

Serves as the Budget Officer for a major command and as such is principally responsible for planning, programming, budgeting, executing, and reconciling the funds necessary to meet mission requirements. Ensures proper and legal use of government funds. Refines procedures for monitoring commitments and subsequent reconciliation of obligations with servicing Defense Finance and Accounting Service Operating Locations. Reviews contingency fund expenditures from five regions and the headquarters for propriety and accuracy of claims. Prepares briefings as required. Coordinates and justifies resource requirements with the command Program Budget Advisory Committee (PBAC) and higher HQ. Performs research of financial claims in which Comptroller General decisions were vague or nonexistent.

Duty Title: Program Budget Officer, Small Command (MAJ and LTC)

Budget Officer for ACofS, Resource Management, and subordinate units. Responsible for the efficient program management and financial execution of command operating budget. Acts as the focal point for 14 subordinate units' budgeting and budgetary reports, and others required by Eighth US Army and HQDA. Works to ensure accomplishment of command mission by efficient/effective management of limited financial resources through realignment and reprogramming. Supervises nine Korean National personnel.

Duty Title: Budget Officer, HQDA (MAJ and LTC)

Budget Officer on the Department of the Army Staff responsible to the Chief, Army Reserve for the Reserve Personnel Army appropriation. Formulates, submits, and justifies the Reserve Personnel Army budget to the Office, Secretary of Defense and the Congress, articulating to each the financial needs and challenges of the US Army Reserve. Analyzes, executes, and manages the resources appropriated by Congress, ensuring funds are readily available for seven Major Commands to accomplish the US

Army Reserve mission and meet the demands of the Defense Department. Advises the Chief, Army Reserve on the posture of the Reserve Personnel Army appropriation to include the funding status of the strength and training programs.

Duty Title: Staff Officer, HQDA (MAJ and LTC)

Responsible for reviewing, analyzing, and interpreting congressional legislation and Office of Management and Budget and Secretary of Defense directives for execution of a $20 billion Operation and Maintenance Army (OMA) budget. Provides advice and assistance to senior Army military and civilian leadership, Army staff, and MACOM resource managers in development and execution of OMA funding. Review resource requests submitted by commands and program directors to ensure conformance with HQDA, OSD and congressional guidance. Prepares briefings and memoranda on OMA execution for use by the Secretary of the Army and Chief of Staff.

APPENDIX B – LISTING OF FA 45 AUTHORIZED POSITIONS

PMAD supported positions as of 10 Feb 2003. Does not reflect ODP, nor indicate otherwise if a position is assignable for other reasons.

Location	Rank	Duty Title	Duty Office	Unit
US Army Special Operations				
Alexandria	LTC	Deputy For Resource MGT	Financial MGT Section	USA Special Operations Ground Applications Program Office
Pentagon	LTC	Budget Staff Officer	Admin & Resources Branch	US Army Special Operations Agency
INSCOM				
Fort Meade	MAJ	BDE RMO	RMO	704th Military Intelligence Brigade
	MAJ	RM Officer NSA	Finance	704th Military Intelligence Brigade
	MAJ	Comptroller	RMO	902d Military Intelligence Brigade
Yong San Korea	MAJ	Resource MGT Officer	Resource MGT	501st Military INT BDE
Classified	LTC	DIR RES MGT		
	MAJ	DEP RM/Budget Officer		
	COL	ACOFS RM		
	MAJ	Program Officer		
	CPT	Resource MGT Officer		
	LTC	DRM		

Location	Rank	Duty Title	Duty Office	Unit
ATEC				
Alexandria	MAJ	Program Analyst	Budget Integration Division	United States Army Test and Evaluation Command
	LTC	Chief Resources	RM Division	US Army Evaluation Center
Fort Huachuca	MAJ	Chief (COMPT)	Support Division	USA Operational Test Command
CIC CMD (CID)				
Fort Belvoir	LTC	Comptroller	Resource MGT Division	US Army Criminal Investigation Command Headquarters
Corps of Engineers				
Savannah	MAJ	Deputy Comptroller	RMO	US Army Engineer Division South Atlantic District
Washington	COL	Deputy Director RM	Directorate RM	US Army Office of the Chief of Engineers
Chief of Staff				
Pentagon	COL	Chief, Resource MGT Officer	Office Director ARNG/CORE TM	National Guard BUR
	LTC	Budget Officer	Program Budget Formulation BR	National Guard BUR
	LTC	Base SUPT Analysis Officer	Resource Integration Office	Office ASST Chief of Staff for Install MGT
	LTC	Resource MGR	BRACO	Office ASST Chief of Staff for Install MGT

Location	Rank	Duty Title	Duty Office	Unit
	COL	Chief	Intel Program & Budget Division	Deputy Chief of Staff for Intelligence
	LTC	Program/Budget Staff Officer	Intel Program & Budget Division	Deputy Chief of Staff for Intelligence
	MAJ	Program/Budget Staff Officer	Intel Program & Budget Division	Deputy Chief of Staff for Intelligence
	MAJ	Program/Budget Staff Officer	Intel Program & Budget Division	Deputy Chief of Staff for Intelligence
	LTC	Staff Officer	Program Budget Team	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	CACO	Program Budget Team	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	Senior Auditor	Internal Revue Office	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	Staff Officer	War Plans Division	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	Staff Officer	SFP LAW EN Division	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	Deputy Chief	Resource Program Division	Office of the Deputy Chief of Staff for OPS and Plans
	LTC	PEG Analyst	Resource Program Division	Office of the Deputy Chief of Staff for OPS and Plans

Location	Rank	Duty Title	Duty Office	Unit
	MAJ	Resource Officer	IO Division	Office of the Deputy Chief of Staff for OPS and Plans
	COL	Chief	Program Analysis Division	Office of the Deputy Chief of Staff for Logistics US Army
	LTC	PROG Analyst	Program Analysis Division	Office of the Deputy Chief of Staff for Logistics US Army
	MAJ	PROG Analyst	Program Analysis Division	Office of the Deputy Chief of Staff for Logistics US Army
	MAJ	PROG Officer	APP EXEC BR	Office of the Chief Army Reserve
	LTC	Finance Officer	TECH MGT Office	Office of the Chief of Staff US Army
	LTC	LOG ACCT Officer	Program Support Office	Office of the Chief of Staff US Army
	MAJ	Resource MGT Officer	Execution Actions Division	Office of the Chief of Staff US Army
	COL	Chief	Resources Division	Office of the Deputy Chief of Staff for Personnel US Army
	LTC	Chief	Program Budget Analysis Branch	Office of the Deputy Chief of Staff for Personnel US Army
	LTC	Chief	Technical Studies Analysis	US Army DCS for Programs
	LTC	PGM INTEG	Program Development Division	US Army DCS for Programs

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Resource Strategy Team Chief	CMD INST PGM	US Army DCS for Programs
	MAJ	Program Analyst	Program Development Division	US Army DCS for Programs
	MAJ	Program Analyst	CMD INST PGM AN	US Army DCS for Programs
DoD Agency				
Bethesda	CPT	Chief	(F&AD) Finance	US Army ELM Armed Forces Radiobiology RSCH Institute
Pentagon	COL	ASST Legislative Affairs	OSD	US Army ELM Office of the Secretary of Defense
	COL	APPROP Liaison	OSD	US Army ELM Office
	LTC	Senior Military ASST	OSD	US Army ELM Office of the Secretary of Defense
	LTC	Army Program & Budget Officer	OSD	US Army ELM Office of the Secretary of Defense
	LTC	Senior Military ASST To USD(C)	OSD	US Army ELM Office of the Secretary of Defense
	COL	Chief Contingency Operations Branch	Contingency OPS	US Army ELM Office of the Joint Chiefs of Staff
	LTC	CH CND MGT & Budget Branch	CND MGT & Budget	US Army ELM Office of the Joint Chiefs of Staff

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Chief Programs Section	Programs SEC	US Army ELM Office of the Joint Chiefs of Staff
	LTC	Defense Resource MGR	Program & Budget Branch	US Army ELM Office of the Joint Chiefs of Staff
	LTC	Defense Resource MGR	Program & Budget Branch	US Army ELM Office of the Joint Chiefs of Staff
	LTC	DEF Force/Cost Analyst	Contingency Ops	US Army ELM Office of the Joint Chiefs of Staff
Presidio	COL	Director PDTATAC	DMDC	US Army Defense Human Resources Activity
Scott	MAJ	EXEC Officer	Program Analysis & Financial MGT	US Army Element US Transportation Command
	MAJ	Program Analyst	Programs Division	US Army Element US Transportation Command
Washington	LTC	Joint Manpower Analyst	Organization & Manpower Division	USAE HQ DISA
Classified	CPT	Chief Support Division		
	LTC	Budget/Financial Officer		
	LTC	Financial MGR		
Joint SOF				
McDill, AFB	COL	DIR Program Analysis & Evaluation	Resources	USAE US Special Operations Command
	LTC	Deputy	Comptroller Division	USAE US Special Operations Command

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Chief	O&M Budget Branch	USAE US Special Operations Command
	MAJ	Chief Special Program Cell	Special Program Cell	USAE US Special Operations Command
Classified	MAJ	Comptroller		
	COL	DIR RES & ACQ		
Military Over-strength				
Pentagon	LTC	COMPT	DMO OFF	USA Directed MIL OS
	MAJ	COMPT	DMO OFF	USA Directed MIL OS
USAREUR				
Bad Krzch	LTC	Comptroller	Resource MGT	1st Armored Division
	CPT	Budget Officer	Budget Division	1st Armored Division
Wiesbaden	MAJ	RES MGT Officer	Resource MGT	3d Corps Support CMD
Campbell Barracks	COL	ASST DCSRM	Resource MGT Division	Seventh Army HHC
	LTC	Financial MGT Officer	Command Audit Office	Seventh Army HHC
	LTC	Budget Officer	Budget Branch	Seventh Army HHC
	LTC	MGT Analyst	Resource MGT Division	Seventh Army HHC
	MAJ	MGT Analyst	Command Audit Office	Seventh Army HHC
	MAJ	Financial MGT Officer	Comptroller Division	Seventh Army HHC

Location	Rank	Duty Title	Duty Office	Unit
	MAJ	Budget Officer	Budget Branch	Seventh Army HHC
	MAJ	Budget Officer	Budget Branch	Seventh Army HHC
	MAJ	Budget Officer	Budget Branch	Seventh Army HHC
	CPT	Budget Officer	Budget Branch	Seventh Army HHC
Camp Ederle	CPT	Comptroller	Comptroller	US Army Southern European Task Force
	LTC	Comptroller	Comptroller	Joint Task Force (JTF)
Heidelberg	COL	Resource MGT Officer	ACOFS RM (G8)	V Corps HHC AUG
	MAJ	Budget OFC	ADM IMO Deploy Cell	V Corps HHC AUG
	MAJ	Budget OFC	ADM IMO Deploy Cell	V Corps HHC AUG
	LTC	Chief, RMO	DCSOPS RMO	7th HQ HHC USAREUR
Panzer Kaserne	LTC	Comptroller	Comptroller Section	HHC 21st TSC
	MAJ	MGT Analyst	MGT Division	HHC 21st TSC
Wurzburg	LTC	Comptroller	Comptroller	1st Infantry Division
	CPT	Budget Officer	Comptroller	1st Infantry Division
FORSCOM				
Dhahran	CPT	DRM	Resource MGT Section	USA Forces Central Command Saudi Arabia
Doha	MAJ	Dir Resource MGT	Resource MGT Section	USA Forces Central Command Kuwait
Fort Benning	CPT	Comptroller	Command Group	3rd Infantry Division
Fort Bliss	CPT	Comptroller	BDE HQS	32 ADA HHB

Location	Rank	Duty Title	Duty Office	Unit
Fort Bragg	COL	Director RES MGT	Directorate Resource MGT	US Army Garrison FT Bragg
	CPT	Program Officer	Analysis & Support Division	US Army Garrison FT Bragg
	CPT	Program Officer	Analysis & Support Division	US Army Garrison FT Bragg
	MAJ	Comptroller	G1/AG Section	82nd Airborne Division
	CPT	Comptroller Staff Officer	G1/AG Section	82nd Airborne Division
Fort Campbell	LTC	DRM	Directorate Resource MGT	US Army Garrison FT Campbell
	MAJ	Comptroller	Office of Comptroller	101st Airborne Division
	CPT	ASS'T Comptroller	Office of Comptroller	101st Airborne Division
Fort Carson	LTC	DIR RES MGT	Directorate Resource MGT	US Army Garrison FT Carson
	CPT	Tactical Unit Financial MGR	Program & Budget Division	US Army Garrison FT Carson
	LTC	Division Comptroller	DIR Resource MGT	7th Infantry Division
	MAJ	Program Budget Officer	DIR Resource MGT	7th Infantry Division
	CPT	Finance ACCTS	DIR Resource MGT	7th Infantry Division
Fort Drum	LTC	Director	DIR Business OPNS	US Army Garrison FT Drum
	MAJ	Comptroller	Resource MGT	10th Mountain Division
	CPT	ASS'T Comptroller	Resource MGT	10th Mountain Division
Fort Hood	COL	DRM	DIR RES MGT	US Army Garrison FT Hood

Location	Rank	Duty Title	Duty Office	Unit
Fort Lewis	COL	DCSRM	DIR RES MGT	US Army Garrison FT Lewis
Fort McPherson	COL	Resource Officer	Budget Division	US Army Forces CMD
	LTC	SR Financial Analyst	Control Branch	US Army Forces CMD
	MAJ	Budget Analyst	Program Team	US Army Forces CMD
	MAJ	Financial Analyst	Supply MGT ACT	US Army Forces CMD
	CPT	Budget Analyst	IA TM 1 (I&III Corps)	US Army Forces CMD
	CPT	Budget Analyst	IA TM 2 (XVIII&CONUSA)	US Army Forces CMD
	COL	Comptroller	Comptroller Division	Third US Army
	LTC	Budget Officer	Budget Branch	Third US Army
	LTC	MGT Analyst	Programs Branch	Third US Army
	LTC	MGT Analyst	MGT Branch	Third US Army
	MAJ	MGT Analyst	MGT Branch	Third US Army
	MAJ	Budget Officer	Budget Branch	Third US Army
	MAJ	Budget Officer	Budget Branch	Third US Army
	MAJ	Budget Officer	Budget Branch	Third US Army
	CPT	Budget Officer	Budget Branch	Third US Army
	CPT	Budget Officer	Budget Branch	Third US Army
	CPT	Budget Officer	Budget Branch	Third US Army
Fort Riley	LTC	DRM	DIR RES MGT	US Army Garrison FT Riley
	CPT	Financial MGT Officer	Plans BR	US Army Garrison FT Riley
	CPT	Financial MGT Officer	Plans BR	US Army Garrison FT Riley

Location	Rank	Duty Title	Duty Office	Unit
	LTC	G8-Comptroller	DRM	24th Infantry Division
	MAJ	Program Budget Officer	DRM	24th Infantry Division
	CPT	FIN ACCT Officer	DRM	24th Infantry Division
Fort Sill	CPT	Financial MGT Officer	Command Section	III Corps Artillery
Fort Stewart	LTC	DRM	DIR RES MGT	US Army Garrison FT Stewart HQ
	MAJ	Comptroller	G3 Section	3rd Infantry Division
	CPT	ASS'T Comptroller	G3 Section	3rd Infantry Division
FORSCOM AC/RC				
Fort Sam Houston	MAJ	Budget Officer	DCSRM	Fifth US Army HQ
	MAJ	MGT Analyst Officer	DCSRM	Fifth US Army HQ
Joint SHAPE				
Izmir	MAJ	Chief Resource Section	Requirements Branch	Allied Forces Southern Europe
Madrid	LTC	OPS/Internal Review Office	J8/Office ACOS	Allied Forces Southern Europe
Naples	COL	Deputy Financial Control	OFC of ACOS	Allied Forces Southern Europe
	MAJ	Execution Budget Officer	Joint Exercise & Training Branch	Allied Forces Southern Europe
	MAJ	Chief Budget Section	OFC of ACOS	Allied Forces Southern Europe
	CPT	Budget Officer	Budget & Disbursing Branch	Allied Forces Southern Europe
SHAPE	LTC	SO RES MGT EDUC	OFC of ACOS	United States Army North Atlantic Treaty Organization

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Chief Section	Finance Planning Branch	United States Army North Atlantic Treaty Organization
	LTC	Budget/Fiscal Officer	Shape Financial Control Branch	United States Army North Atlantic Treaty Organization
	MAJ	Staff Officer	CJPS	United States Army North Atlantic Treaty Organization
	CPT	Budget/Finance Officer	Logistics Branch	Regional Signal Group
Verona	LTC	OPS Internal Review	Office Financial Control	Allied Forces Southern Europe
Joint Activity				
Abu Dhabi	MAJ	Admin/Budget Officer	UAE-USLO	USA Element CENTCOM Security Assistance Offices
Athens	MAJ	Chief Services & Support Division	Service & Support Division	USA Element Security ASST AUG TO US DEF Attaché Office
Bangkok	MAJ	Chief RES MGT Branch	Resource MGT Branch	USA Element PACOM Security Assistance Offices
Camp Smith	COL	Comptroller	Comptroller/J05	US Army Element Pacific Command HQ
	LTC	Chief Budget/Program Branch	Budget/Program Division	US Army Element Pacific Command HQ
Fort McNair	COL	Military Faculty (Chair)	Military Strategy & Logistics	US Army Element National Defense University
McDill, AFB	LTC	Programs Officer	Programs Branch	US Army Element HDQS Central Command

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Chief Plans & MGT	Plans & MGT Division	US Army Element HDQS Central Command
	MAJ	Staff Budget Officer	Budget Branch	US Army Element HDQS Central Command
	MAJ	Liaison Officer	Liaison Branch	US Army Element HDQS Central Command
	MAJ	Budget Officer	Budget Division	US Army Element HDQS Central Command
	MAJ	Budget Officer	Budget Division	US Army Element HDQS Central Command
Maxwell, AFB	LTC	Military Faculty Member	USA Advisory Group AIR UNIV	US Army Element Air Force Activities
Miami	LTC	Requirements Officer	Programs & Resource Directorate	US Army Element Southern Command HQ
	MAJ	Program Analyst	DD for Programs	US Army Element Southern Command HQ
	MAJ	Program Analyst	DD for Budget Review	US Army Element Southern Command HQ
Monterrey	LTC	Instructor/ASSOC Professor	Education Center	US Army Element Navy Activities
	LTC	Instructor/ASSOC Professor	Education Center	US Army Element Navy Activities
Norfolk	LTC	Deputy Comptroller	Office of the Comptroller	US Army Element Headquarters Joint Forces Command
	LTC	BR HD PPBS	Requirements J8	US Army Element Headquarters Joint Forces Command

Location	Rank	Duty Title	Duty Office	Unit
	MAJ	PPBS Army LNO	Requirements J8	US Army Element Headquarters Joint Forces Command
Oberammer	MAJ	Chief	Budget/Financial Division	USEUCOM NATO School
Vaihingen	COL	Comptroller	Comptroller	US Army Element US European Command HQ
	MAJ	Resource MGT Officer	Joint Contact Team Program	US Army Element US European Command HQ
	MAJ	Program Budget Officer	Resources Branch	US Army Element US European Command HQ
Washington	LTC	PAE Budget Officer	ONDCP	US Army Support Outside DoD Activity
Yongsan	COL	ACOFS RM	ACOFS Resource MGT	US Army Element US Forces Korea
	CPT	Chief System Resource MGT Officer	System Resource MGT Office	US Army Joint COMD INFO Systems Activity Korea
USMA				
WestPoint	LTC	Financial MGR	Directorate Resource MGT	Staff and Faculty
	MAJ	Instructor	Social Sciences	Staff and Faculty
	CPT	Instructor	Social Sciences	Staff and Faculty
PERSCOM				
Alexandria	COL	Director	DCSRM	US Total Army PERS
	LTC	Chief	MGT Support Office	US Total Army PERS

Location	Rank	Duty Title	Duty Office	Unit
MDW				
Fort McNair	COL	DCSRM	Office of DCSRM	US Army Military District of Washington Headquarters
USARPAC				
Camp Zama	COL	DCSRM	Office of DCSRM	US Army Japan HQ
	LTC	Comptroller	Comptroller SEC	9th TSC
Fort Richardson	COL	DCSRM	DCSRM	USA Alaska HQ
Fort Shafter	COL	DCSRM	Office of DCSRM	US Army Pacific
	MAJ	MGT Analyst	Command Audit Office	US Army Pacific
8th Army - Korea				
Camp Casey	LTC	Resource MGT Officer	Resource MGT	2nd Infantry Division
	CPT	Budget Officer	Resource MGT	2nd Infantry Division
Yongsan	LTC	Financial MGT Officer	Command Audit Office	8th Army HQ
	MAJ	MGT Analyst	Command Audit Office	8th Army HQ
Recruiting Command				
Fort Knox	LTC	Program Officer	Budget/Programs Division	US Army Recruiting Command
OSA				
Pentagon	LTC	Chief	Human Resources & Comptroller	Office of the Deputy Under Secretary of the Army
	COL	Chief	Congress Budget Liaison	Office ASST SEC Army Financial MGT and Comptroller

Location	Rank	Duty Title	Duty Office	Unit
	COL	Deputy ASS'T Directorate	MGT & Control Directorate	Office ASST SEC Army Financial MGT and Comptroller
	COL	Deputy ASST	Investment DIR	Office ASST SEC Army Financial MGT and Comptroller
	COL	Chief	Operating Forces Division	Office ASST SEC Army Financial MGT and Comptroller
	COL	Chief	Current Operations Division	Office ASST SEC Army Financial MGT and Comptroller
	LTC	EXEC Officer	Office Deputy ASA Budget	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Program Budget Officer	ACQ INTEG Division	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Program Budget Officer	Operating Forces Division	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Program Budget Officer	Current Operations Division	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Program Budget Officer	Business Resource Directorate	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Program Budget Officer	Congressional Budget Liaison	Office ASST SEC Army Financial MGT and Comptroller

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Program Budget Officer	Congressional Budget Liaison	Office ASST SEC Army Financial MGT and Comptroller
	MAJ	Proponency Officer	Proponency Office	Office ASST SEC Army Financial MGT and Comptroller
	MAJ	Program Budget Officer	Integration & Evaluation Division	Office ASST SEC Army Financial MGT and Comptroller
	MAJ	Executive Officer	Operations & Support Directorate	Office ASST SEC Army Financial MGT and Comptroller
	MAJ	Program Budget Officer	Current Operations Division	Office ASST SEC Army Financial MGT and Comptroller
	CPT	Program Budget Officer	Integration & Evaluation Division	Office ASST SEC Army Financial MGT and Comptroller
	LTC	Deputy Director	Resource MGT Directorate	Office of the Administrative ASST SEC of the Army
	LTC	Deputy Director ECC	Actions Control Division	Office of the Administrative ASST SEC of the Army
	COL	Deputy Director	Program Integration Directorate	Office of the DIR of INFO SYS for COMD CONTRL COMM & COMP
	LTC	Staff Officer	Programs Division	Office of the DIR of INFO SYS for COMD CONTRL COMM & COMP

Location	Rank	Duty Title	Duty Office	Unit
	LTC	Executive Officer	Office Auditor General	US Army Office The Auditor General
SEC Army FOA				
Alexandria	COL	Deputy	Office of the Director	US Army Cost & Economic Analysis Center
Fort Belvoir	LTC	Professor Sustaining Base Leadership		US Army MGT Staff College
	MAJ	Professor Sustaining Base Leadership	Directorate of Academics	US Army MGT Staff College
Pentagon	LTC	IG	Inspections Branch	US Army Inspector General Agency
SMDC				
Arlington	LTC	Staff RM Officer	Resource MGT Office	US Army Space and Missile Defense Command
Huntsville	COL	DCS Resource MGT	DCS Resource MGT	US Army Space and Missile Defense Command
SA Joint Defense Agency				
Pentagon	LTC	Program Analyst	Program Branch	Resource Services Washington
	MAJ	Program Analyst	Financial MGT Division	Resource Services Washington
USA SPEC OPS Command				
Fort Benning	CPT	Resource MGR	LOC (REAR)	75th Ranger Regiment
Fort Bragg	COL	DCSRM	DCSRM	US Army Special Operations Command

Location	Rank	Duty Title	Duty Office	Unit
	LTC	MSC Comptroller	MSC Comptroller	US Army Special Operations Command
	MAJ	PMAD Position	DCSRM	US Army Special Operations Command
	MAJ	MACOM Budget Officer	Program Budget Division	US Army Special Operations Command
	MAJ	Program Budget Officer	Program Budget Division	US Army Special Operations Command
	MAJ	Resource Evaluation Officer	MSC Comptroller	US Army Special Operations Command
	MAJ	Comptroller		US Army Special Operations Command
	MAJ	Budget Officer	DCSRM Budget	US Army Special Operations Command
	CPT	Budget Officer	DCSRM Budget	US Army Special Operations Command
	CPT	Budget Officer	DCSRM Budget	US Army Special Operations Command
Fort Buchanan	CPT	Budget Officer	USARSO	HQ US Army Special Operations Support Command
Fort Campbell	MAJ	Comptroller	Command Section	160th Aviation Group
SPEC Warfare Center	MAJ	Comptroller	Resource Strategy Office	USA John F Kennedy Special Warfare Center and School
Bethesda	MAJ	Resource MGR	MGT Support Division	Center for Army Analysis

Location	Rank	Duty Title	Duty Office	Unit
Pentagon	LTC	Chief Budget Officer	Resource MGT Division	US Army Command and Control Support Agency
Southern Command				
Enrique	CPT	Comptroller	J-8/Comptroller	US Army Element Joint Latin American Support Command
Fort Buchanan	CPT	Budget Analyst	Budget Mission Support	US Army National Assistance Planning Activity
	COL	DCSRM	Office of DCSRM	HHC United States Army South
	MAJ	Financial MGT Officer	Comptroller Division	HHC United States Army South
TRADOC				
Carlisle Barracks	LTC	Director	DIR RM	US Army Garrison Carlisle Barracks
Fort Bliss	COL	DRM	DIR RM	US Army Air Defense
	CPT	Chief	Program & Budget Division	US Army Air Defense
Fort Gordon	COL	Director Resource MGT	Director RM	US Army Signal CEN
Fort Jackson	LTC	Director	Training Development Department	US Army Soldier Support Institute
	MAJ	Chief, Financial MGT Division	Financial MGT Division	US Army Soldier Support Institute
	MAJ	Chief, Instructor Writer	Financial MGT Division	US Army Soldier Support Institute
	MAJ	Training Instructor Writer	Financial MGT Division	US Army Soldier Support Institute

Location	Rank	Duty Title	Duty Office	Unit
	CPT	Training Instructor Writer	Financial MGT Division	US Army Soldier Support Institute
Fort Knox	LTC	Resource MGT Officer	Directorate Resource MGT	US Army Armor Center and Fort Knox
Fort Leonard Wood	COL	DRM	Directorate RM	US Army Maneuver School
	CPT	Program MGT Officer	Director Program & Operations	US Army Military Police School
Fort Monroe	COL	Director Budget	Budget Directorate	US Army Training and Doctrine Command
	LTC	Chief, Installation Analyst Division	Installation Analyst Division	US Army Training and Doctrine Command
	MAJ	XO	OFC DCSRM	US Army Training and Doctrine Command
	MAJ	Budget Analyst	Installation Analyst Division	US Army Training and Doctrine Command
	CPT	Program Analyst	PAED	US Army Training and Doctrine Command
	CPT	ORSA	PAED	US Army Training and Doctrine Command
	CPT	Budget Analyst	Budget Analyst Division	US Army Training and Doctrine Command
	CPT	Budget Analyst	Installation Analyst Division	US Army Training and Doctrine Command
	CPT	Program Analyst	BASOP Resource & Integration Division	US Army Training and Doctrine Command

Location	Rank	Duty Title	Duty Office	Unit
	COL	Director, Resource MGT	Resource MGT/Log Directorate	US Army ROTC CADET CMD
Fort Rucker	LTC	DRM	Directorate RM	United States Army Aviation Center and FT Rucker
Fort Sill	MAJ	Financial Officer	Directorate RM	US Army Field Artillery Center and FT Sill
	CPT	Program MGR	Program & Budget Division	US Army Field Artillery Center and FT Sill
Great Lakes	LTC	Deputy Director	Resource MGT	HQ United States Military Entrance Processing Command
	CPT	Budget Officer	Command/HQ Branch	HQ United States Military Entrance Processing Command
Presidio	LTC	DRM	Directorate RM	Defense Language Institute Foreign Language Center
Fort Leavenworth	LTC	Instructor	Resource MGT Committee	USA CGSC
	LTC	Staff Leader	TRN MOB DEP Division	USA CGSC
	MAJ	Instructor	RES MGT Committee	USA CGSC
	MAJ	CGSC Resource MGT Officer	Resource MGT	USA CGSC
	COL	DCSRM	Directorate RM	US Army Combined Arms Center and FT Leavenworth
	CPT	Budget Officer	G4 Section	US Army Battle Command Training Program

APPENDIX C – POINTS OF CONTACT

FA 45 Proponency Officer

OASA(FM&C)   DSN 224-4137 or 4962
Attn: SAFM-PO   (703) 614-4137 or 4962
109 Army Pentagon   Fax (703) 614-6213
Washington, DC 20310-0109   Fax DSN 224-6213
E-mail – proponency@hqda.army.mil

Army Personnel Command (PERSCOM)

FA 45 Assignments (Captain, Major, Lieutenant Colonel)

    Commander, PERSCOM   DSN 221-3112
    Attn: TAPC-OPB-A   (703) 325-3112
    200 Stovall Street
    Alexandria, VA 22332-0411

FA 45 Assignments (Colonel)

    Commander, PERSCOM   DSN 221-2839
    Attn: TAPC-OPC-A   (703) 325-2839
    200 Stovall Street
    Alexandria, VA 22332-0411

APPENDIX D – REFERENCES

AR 351-1	Military Education and Training
AR 600-3	The Army Personnel Proponent System
AR 611-1	Military Occupational Classification Structure Development and Implementation
AR 614-185	Requisitions and Assignments Instructions for Officers
AR 621-1	Training of Military Personnel at Civilian Institutions
AR 621-7	Acceptance of Fellowships, Scholarships, or Grants
AR 621-108	Military Personnel Requirements for Civilian Education
AR 623-1	Academic Evaluation Reporting System
AR 640-2-1	Personnel Qualification Records
AR 690-950	Civilian Personnel, Career Management
DA PAM 351-4	US Army Formal Schools Catalog
DA PAM 600-3	Commissioned Officer Development and Career Management
DA PAM 611-21	Military Occupational Classification and Structure
DA PAM 640-1	Officer's Guide to the Officer Record Brief
DA Cir 621-84-1	Civil Education for Officer Personnel at Civilian Institutions
FM 14-100	Financial Management Operations

Available on Proponency Office Web site:

Comptroller Accreditation Program Handbook

CP 11 Army Civilian Training, Education, and Development System (ACTEDS) Plan

APPENDIX E – RECOMMENDED FA 45 PROFESSIONAL DEVELOPMENT READING LIST

A Thousand Tribes, 2002, Lissak & Bailey. ISBN 0-471-22283-6

Activity-Based Cost Management in Government, 2002, Cokins. ISBN 1-56726-110-8

Army Relations With Congress: Thick Armor, Dull Sword, Slow Horse, 2000, Scroggs. ISBN 0275961761

Financial Management of the Vietnam Conflict, 1973, Taylor. Library of Congress Catalog Card Number 74-13506

How to Become CEO: The Rules for Rising to the Top of Any Organization, 1998, Fox. ISBN 0-7868-6437-0

Lifting the Fog of War, 2000, Owens. ISBN 0-374-18627-8

Managing for Results 2002, 2001, Abramson & Kamensky. ISBN 0-7425-1351-3

Managing the Non-Profit Organization, 1990, Drucker. ISBN 0-88730-601-2

Military Money: A Fiscal History of the US Army in WWII, 1980, Rundell, Jr. ISBN 0-89096-079-8

National Security Law and the Power of the Purse, 1994, Banks & Raven-Hansen. ISBN 0-19-508538-8

Public Dollars, Common Sense: New Rules for Financial Managers, 1997, Phillips, Brown, Kinghorn, & West. ISBN 0-944533-24-8

Public Dollars Transformation, 2002, Phillips, Brown, Kinghorn, & West. ISBN 0-944533-28-0

Rules & Tools for Leadership, 1998, Smith. ISBN 0-89529-835-X

The Logic of Failure, 1996, Dorner. ISBN 0-8050-4160-5

The Masks of War, 1989, Builder. ISBN 0-8018-3775-8

This Kind of War: The Classic Korean War History, 1998, 2001, Fehrenbach. ISBN 1-57488-334-8, 1-57488-259-7

This War Really Matters: Inside the Fight for Defense Dollars, 2000, Wilson, ISBN 1-56802-460-6

APPENDIX F – LISTING OF COMMON FINANCIAL MANAGEMENT CERTIFICATIONS

Accredited Financial Examiner (AFE)

Certified Bookkeeper (AIPB)

Certified Cash Manager (CCM)

Certification in Control Self-Assessment (CCSA)

Certified Cost Analyst (CCA)

Certified Defense Financial Manager (CDFM)

Certified Financial Manager (CFM)

Certified Financial Planner (CFP)

Certified Fraud Examiner (CFE)

Certified Government Audit Professional (CGAP)

Certified Government Financial Manager (CGFM)

Certified in Financial Management (CFM)

Certified Information Systems Auditor (CISA)

Certified Internal Auditor (CIA)

Certified Management Accountant (CMA)

Certified Public Accountant (CPA)

Certified Public Finance Officer (CPFO)

APPENDIX G – PROMOTION BOARD PRIMARY ZONE FISCAL YEAR MATRIX BY YEAR GROUP

YG	FAD	MAJ Primary Zone	CFD	LTC Primary Zone	COL Primary Zone
80					2001
81					2002
82					2003
83					2004
84					2005
85				2001	2006
86				2002	2007
87				2003	2008
88				2004	2009
89				2005	2010
90				2006	2011
91		2001	2001	2007	2012
92		2002	2002	2008	2013
93		2003	2003	2009	2014
94	2000	2004	2004	2010	2015
95	2001	2005	2005	2011	2016
96	2002	2006	2006	2012	2017
97	2003	2007	2007	2013	2018
98	2004	2008	2008	2014	2019
99	2005	2009	2009	2015	2020
00	2006	2010	2010	2016	2021
01	2007	2011	2011	2017	2022
02	2008	2012	2012	2018	2023
03	2009	2013	2013	2019	2024
04	2010	2014	2014	2020	2025
05	2011	2015	2015	2021	2026